

Swot-Qspm-Based Material Production Strategy Analysis at Cv. Mytra Indo Utama

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Abstract. *This study aims to formulate an optimal material production strategy for CV. Mytra Indo Utama to address operational inefficiencies. The research background is grounded in the phenomenon of a chronic gap between the production target of 15,000 tons per month and the actual realization, which averaged only 47-65% during the period from 2023 to the first semester of 2025. This inefficiency is attributed to internal factors such as a high frequency of unplanned downtime, wear and tear of machine components (wear parts), and maintenance management that remains reactive due to limited working capital and human resource readiness. The research method employed is descriptive qualitative within a comprehensive strategic management framework. Data collection was conducted through in-depth interviews with key informants (the Director, Operational Manager, and Head of Production), observation, and documentation of production and financial reports. Data analysis was performed in three stages: the Input Stage using IFAS and EFAS Matrices; the Matching Stage using the Internal-External (IE) Matrix and SWOT; and the Decision Stage uses the Quantitative Strategic Planning Matrix (QSPM) to determine strategy priorities. The results indicate that the company's internal environment is in a Weak position (IFAS Score 2.10), while the external environment is in a Medium position (EFAS Score 2.25). Based on the IE Matrix, the company is situated in Quadrant III (Turnaround), which necessitates an internal improvement strategy. The QSPM analysis demonstrates that the "Revitalization of Maintenance Management and Spare Parts Stock Restructuring" strategy is the top priority with a TAS score of 5.45, outperforming the aggressive marketing strategy (4.10). The conclusion of this study recommends a policy transformation from corrective to preventive maintenance and the establishment of a sinking fund for the procurement of vital spare parts to enhance production stability before pursuing further market expansion.*

Keywords: Analysis; Management; Production; Strategy.

1. Introduction

The manufacturing and building materials production industry in Indonesia plays a strategic role in driving national development. In the context of infrastructure development, the need

for materials such as sand, crushed stone, stone ash, gravel, and various other derivative materials is unavoidable. These materials form the backbone of every construction project, from highways and bridges to office buildings and other public facilities that support people's lives.(Afiani & Mulyana, 2022). Along with increasing urbanization and the government's ongoing national development programs, demand for construction materials has increased significantly year after year. This presents significant opportunities for companies operating in the building materials sector, including stone crusher operators like CV. Mytra Indo Utama.

Infrastructure development in Indonesia is not just a short-term need, but a long-term agenda that has been set out in the National Medium-Term Development Plan (RPJMN) and the National Long-Term Development Plan (RPJPN).Ardian (2020)The government is targeting increased inter-regional connectivity, equitable development between regions, and accelerated development of industrial estates and special economic zones. All of this can only be achieved if adequate construction materials are available, in terms of quantity, quality, and continuity of supply. In other words, the existence of the building materials manufacturing industry is one of the main pillars supporting national development.(Stone et al., 2017).

From an economic perspective, the building materials manufacturing industry also contributes significantly. This sector not only creates jobs for millions of workers, both directly and indirectly, but also contributes to the regional and national economy. Companies that produce building materials are key suppliers for both government and private projects, so their sustainability plays a crucial role in determining the smooth running of development projects.(Miradhia et al., 2023)If material supplies are disrupted, construction projects can be delayed, which in turn can lead to significant economic losses. Therefore, a company's ability to maintain production stability is crucial.

However, building materials manufacturing companies also face various challenges. One of the biggest challenges is fluctuating raw material costs. Unstable raw material prices often put pressure on production costs. On the other hand, intense competition between companies demands operational efficiency to maintain competitive selling prices. Companies must be able to manage production capacity effectively, ensure high product quality, while maintaining profit margins. This becomes even more challenging when companies face limited resources, whether in terms of equipment, technology, or labor.(Setiawan, 2021).

In the context of globalization and technological advancements, manufacturing companies are required to continuously innovate. The use of modern technology in production processes can increase efficiency, reduce costs, and produce better-quality products.(Anaam et al., 2022)For example, using a stone crusher with the latest technology allows for faster crushing, more energy efficiency, and more consistent product sizes. However, investing in modern technology requires significant capital, which is not always readily available to small and medium-sized companies.

Furthermore, environmental issues are increasingly receiving attention in the building materials industry. Sand and stone mining activities often cause environmental impacts such

as ecosystem damage, water pollution, and soil erosion. Therefore, companies are required to implement environmentally friendly production practices. Government regulations are also becoming stricter regarding mining activities and building materials production.(Study et al., 2025), so companies must comply with established environmental standards. Compliance with these regulations is not only a legal obligation but also a crucial factor in maintaining a company's reputation in the eyes of the public and business partners.

In today's era, companies are not only required to focus on profitability but also to adopt sustainability principles. This means companies must pay attention to three main aspects: profit (economic benefit), people (social interest), and planet (environmental concern).(Putra & Sisdianto, 2024)In this context, companies that only pursue profits without considering social and environmental impacts will face the risk of losing social legitimacy and may even be threatened with regulatory sanctions.(Muhammad et al., 2025)Conversely, companies that successfully integrate sustainability principles into their production strategies tend to have stronger long-term competitiveness.

For companies that express a commitment to management principles with integrity and professionalism, the demands are even more complex. Modern management principles encompass not only profitability and efficiency but also emphasize values such as transparency, operational fairness, accountability, and environmental and social concern.(Ali & Khalid, 2024)From the perspective of good corporate governance, every business activity must be carried out with high moral values, transparency, and social responsibility. For example, companies must ensure that workers receive fair wages commensurate with their contributions, that the raw materials used do not come from sources that harm society or the environment, and that their products meet safe and high quality standards for consumers.

In the context of the building materials industry, the implementation of responsible operational principles can be realized in various aspects. First, the integrity of inputs and outputs. Companies must ensure that all procurement and production processes comply with applicable quality standards and regulations. For example, mining activities must not excessively damage the environment or harm surrounding communities. Second, the aspect of fairness in employment relations.(Marina, 2023)Companies must ensure that workers receive adequate compensation, safe working conditions, and professional treatment. Third, accountability in production management. Company management must be transparent in the use of resources, avoid wasteful practices, and maintain product quality according to promised specifications. Fourth, environmental sustainability. Companies must strive to reduce the negative impact of production on the ecosystem through proper management of mining areas.(Brescia et al., 2021).

In addition to operational ethics principles, the integration of business strategy and modern management analysis is also crucial. Companies must be able to identify their strengths, weaknesses, opportunities, and threats, and then formulate appropriate strategies to address them. In this regard, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a

widely used tool for understanding a company's internal and external conditions. However, SWOT analysis alone is not sufficient to determine priority strategies. Therefore, the QSPM (Quantitative Strategic Planning Matrix) method is used, an analytical technique that allows companies to more objectively select strategies based on the weight and attractiveness of various strategic alternatives. The combination of SWOT and QSPM provides a systematic framework for companies to formulate effective and efficient production strategies.(Inscription & Feranika, 2024).

In practice, companies like CV. Mytra Indo Utama often face a gap between their set production targets and actual production. This gap can be caused by various factors, such as limited machine capacity, lack of equipment maintenance, limited human resources, or external disruptions like weather and market conditions. Furthermore, low profit margins are also a major challenge. If margins are too thin, the company will be highly vulnerable to fluctuations in raw material costs or minor production disruptions. This can threaten the long-term sustainability of the business.(Sylvia & Hayati, 2023).

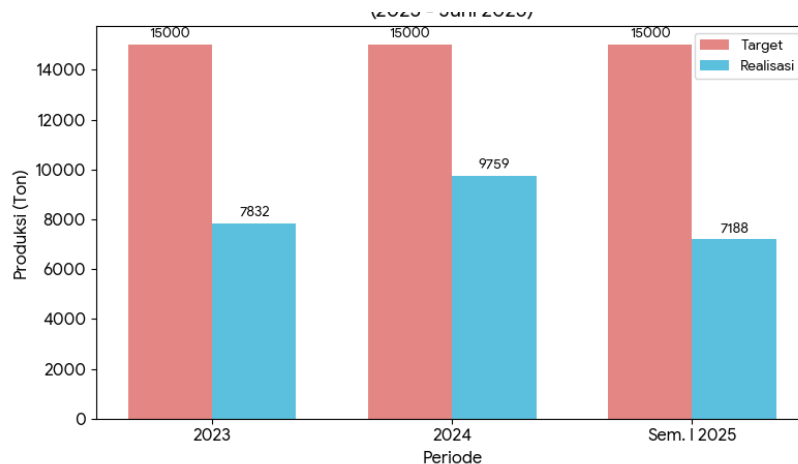
CV. Mytra Indo Utama is a stone crusher manufacturing company that produces various types of construction materials, including 1/2 split, 2/3 split, and stone ash. With its large installed capacity, management has set an optimal production target of 15,000 tons per month. This target serves as a baseline for achieving economies of scale, covering fixed operating costs, and generating a healthy profit margin. Theoretically, with the support of a growing infrastructure market, this target should be achievable.

However, the actual situation on the ground shows a contradictory phenomenon. Despite having adequate machine capacity and significant market opportunities, CV. Mytra Indo Utama's operational performance suffers from chronic asset underutilization. Based on historical production data for the past three years, the company has consistently failed to achieve its targets.

Table Target vs. Actual Production Gap Data (2023 – June 2025)

Period	Production Target (Tons/Month)	Average Realization (Tons/Month)	Gap	Percentage of Achievement (%)
2023	15,000	7,832	(7,168)	52.2%
2024	15,000	9,759	(5,241)	65.1%
Semester I 2025	15,000	7,188	(7,812)	47.9%

Source: CV. Mytra Indo Utama Production Report (Processed by the Author, 2026)

Figure Target vs. Actual Production Gap Graph

The data above shows a worrying trend. In 2024, the company achieved its best performance with a realization of 65.1%, but this plummeted again in the first half of 2025 to just 47.9%. The production gap of 7,812 tons in the last period is not just a statistic, but a strong indication of structural problems in the production line. When a manufacturing company operates below 50% of its capacity, fixed costs per unit will skyrocket, eroding profit margins and weakening price competitiveness in the market.

Based on initial observations and internal company data, the low production realization was caused by several fundamental factors, including:

- 1) Production falling far below target indicates fundamental issues in CV Mytra Indo Utama's operational management. Several factors are suspected to be responsible for this low production achievement:
- 2) High Frequency of Machine Downtime: The hard nature of rock materials causes machine components (wear parts) to wear out quickly. The absence of a scheduled preventive maintenance system results in frequent unplanned breakdowns, which can halt production for hours or even days.
- 3) Limited Working Capital for Spare Parts: The largest portion of stone crusher operating costs is spent on spare part replacement. Limited liquidity often hinders the timely procurement of vital components, exacerbating machine downtime.
- 4) Lack of Human Resources (HR) Readiness: The competence of field technicians in handling major damage is still limited, so the repair process takes longer than industry standards.

Another important aspect to analyze is the extent to which CV. Mytra Indo Utama's production practices comply with operational management standards with integrity. Basic principles of professional management include:(Reza, 2025):

1) Legality and Compliance

In the context of the stone crusher industry, company operations must be ensured to have valid permits, not cause excessive environmental damage, and not cause social harm to the surrounding community.

2) Industrial Justice

This principle requires companies to pay employee wages in accordance with agreements, regulatory standards, and in proportion to workload. It's important to ensure that CV. Mytra Indo Utama guarantees the timely fulfillment of employee rights.

3) Operational Accountability

Management must conduct its operations responsibly towards stakeholders. This includes ensuring that production equipment is properly maintained to prevent operational losses and occupational safety risks.

This technical inefficiency was exacerbated by external challenges such as fluctuations in raw material supply due to weather and mining permits. The combination of these internal and external issues placed CV. Mytra Indo Utama in a dilemma: it had significant market potential but was unable to supply it consistently.

To address these complex issues, a comprehensive strategic management approach is required. Conventional approaches that rely solely on management intuition are no longer sufficient. A measurable analysis is needed to precisely map strengths, weaknesses, opportunities, and threats. Therefore, this study utilizes an integrated SWOT (Strengths, Weaknesses, Opportunities, Threats) and QSPM (Quantitative Strategic Planning Matrix) methods.

2. Research Methods

This research employs a qualitative, descriptive-analytical approach. The qualitative approach was chosen because the research problem emphasizes a deeper understanding of the phenomena occurring in the field, namely the process conditions and material production strategies at CV. Mytra Indo Utama. This approach allows researchers to explore existing realities in depth, unearthing the meaning behind production management practices. Qualitative research is flexible and emphasizes data depth, so the results obtained are not simply statistical figures, but rather in-depth interpretations of real-world situations. The SWOT analysis in this study is not treated as a quantitative calculation tool, but rather used qualitatively to identify, classify, and understand the internal and external factors affecting the company.(Mardika, 2022). Thus, the output of this research is a comprehensive overview of the condition of material production strategy and strategic recommendations. The data sources in this study consist of primary and secondary data. Primary data were obtained directly from the field through the researcher's interaction with key informants who have a

deep understanding of the company's production strategy, namely the Operations Manager, Head of Production, Partners/Suppliers of raw materials, and consumers. The informants were selected because their positions play a direct role in the planning, implementation, and evaluation of production operations. Primary data were obtained through in-depth interviews and direct observation of production activities at CV. Mytra Indo Utama. Secondary data was obtained from internal company documents, including production reports, production SOPs, financial reports, internal and external audit records, and other administrative archives. Furthermore, secondary data was supplemented by literature in the form of books, journal articles, and government regulations related to the material production industry. The data collected was qualitative, consisting of narratives, perceptions, and experiences of informants. Simple quantitative data, such as production capacity and product defect rates, were used as supporting data to strengthen the qualitative description and SWOT factor mapping. The data collection methods used in this study consist of observation, in-depth interviews, and documentation.

3. Results and Discussion

3.1. Variable Description

This section describes the research object and the strategic variables that are the focus of the SWOT-QSPM analysis. This description is based on primary data from observations, internal company report documentation, and interviews with key informants to provide a comprehensive overview of the existing conditions of CV. Mytra Indo Utama.

1) Respondent Identity (Key Informant)

In this study, informants were selected using purposive sampling, based on their strategic authority and in-depth technical understanding of company operations. Data and strategic weighting assessments were obtained from informants representing key decision-makers within the company.

The following is a profile of respondents who were the source of qualitative data and strategy weighting assessments:

Table Research Informant Profile

No	Informant Code	Position	Role and Authority
1	R-01	President director	Strategic policy makers, macro financial managers, and holders of the highest authority in capital investment decisions.
2	R-02	Operations Manager	Responsible for smooth daily operations, supply chain management, and inter-divisional coordination.
3	R-03	Head of Production	Technically responsible for stone crusher machine performance, field workforce management, and maintenance schedules.

The table above shows that the composition of informants represents both strategic (Director) and technical (Manager/Head of Production) aspects. This combination of perspectives is crucial to avoid bias in assessments and to ensure that the formulated strategy is not only financially feasible but also operational in the field.

2) Description of Internal Variables (Strengths & Weaknesses)

Internal environmental analysis focuses on examining the operational "health" of a company. This variable outlines the strengths that serve as the company's core assets and the weaknesses that have been the main obstacles to achieving its goals.

a. Production Performance (Output Variable)

Mytra Indo Utama's performance is measured by its machines' ability to meet installed production targets. Based on the crusher's technical specifications and effective operating hours, management set an ideal production target of 15,000 tons per month. This target serves as the baseline for achieving break-even and expected profitability. However, historical data shows a consistent discrepancy between plans and actual performance.

The following table presents comparative data on production realization against targets for the last three periods:

Table Actual Production vs Target (2023 – June 2025)

Period	Target (Tons/Month)	Average Realization (Tons/Month)	Percentage of Achievement (%)	Gap/Difference (Ton)
2023	15,000	7,832	52.2%	-7,168
2024	15,000	9,759	65.0%	-5,241
Jan – Jun 2025	15,000	7,188	47.9%	-7,812

Source: CV Mytra Indo Utama Production Report Data (Processed by the Author)

Based on Table, the phenomenon that occurred was asset underutilization. In 2024, the company recorded its best performance, but only managed to reach 65% of the target. This condition worsened in the first semester of 2025, with the average performance dropping to 47.9%. Operationally, this drastic decline indicates a structural problem in the production line, not simply seasonal fluctuations. Field findings confirm that the high frequency of unplanned downtime (sudden machine failure) due to spare part wear is the primary cause of the loss of effective production hours.

b. Financial Performance and Cost Efficiency

From a financial perspective, the variable description focuses on product profitability margins. The company's Margin Analysis data is used to assess the contribution of each ton of product to covering operational costs. Despite low production volumes, the company's selling price

structure and Cost of Goods Sold (COGS) indicate potential for positive profitability on a unit basis. Details of the company's product margin structure are presented as follows:

- a) Stone Ash: Average selling price of Rp 55,000/ton with HPP of Rp 36,850/ton, resulting in a gross margin of Rp 18,150/ton (33%).
- b) Split 1/2: Average selling price of Rp 95,000/ton with HPP of Rp 63,650/ton, resulting in a gross margin of Rp 31,350/ton (33%).
- c) Split 2/3: Average selling price of Rp 95,000/ton with HPP of Rp 63,650/ton, resulting in a gross margin of Rp 31,350/ton (33%)

This data shows that, in terms of unit economics, the company's products have a healthy (positive) profit margin. However, the company's net profitability is constrained by operational inefficiencies. High overhead costs due to unscheduled machine repairs and wasteful industrial diesel fuel (HSD) consumption due to frequent engine start-ups have resulted in suboptimal net profit.

Furthermore, based on an analysis of operational cash flow, the company faces challenges in working capital liquidity. Cash constraints often hinder the preventive purchase of fast-moving spare parts, resulting in repairs only being undertaken after damage has occurred (breakdown maintenance), which exacerbates lost production time.

c. Human Resources and Organization In terms of organizational structure

CV. Mytra Indo Utama has a clear division of duties, from Director, Manager, Head of Production, to Operator. However, field findings indicate constraints on the technical competence of human resources, particularly the maintenance team. Reliance on external technicians for major breakdowns and the in-house team's lack of speed in handling routine breakdowns are among the internal factors that slow down operational recovery when machinery fails. This represents a crucial internal weakness, considering that the crusher machine is the company's core asset.

3) Description of External Variables (Opportunities & Threats)

This section describes factors beyond the company's control that affect the sustainability of the stone crusher business in CV. Mytra Indo Utama's operational area.

a. Market Demand as an Opportunity

The external variable that presents the greatest opportunity is the high demand for construction materials in the company's marketing area. This is driven by two main factors:

- a) Government Projects: Long-term infrastructure development agendas (such as highways, bridges, and public facilities) are outlined in the RPJMN (National Medium-Term Development

Plan) of both central and regional governments. These projects require massive supplies of crushed stone and long-term contracts.

b) Private Projects: The growth of the property sector and commercial development around the factory site also contributes to regular demand, particularly for gravel and stone ash for brick/paving blocks. This wide-open market confirms that the primary problem isn't "difficulty selling the product," but rather "the inability to meet demand" due to production constraints.

b. Competition Dynamics and Raw Materials as a Threat

On the other hand, companies face dynamic threat variables:

a) Price Competition: The stone crusher industry has moderate barriers to entry, resulting in numerous competitors in the same area. This triggers a price war that forces companies to maintain efficiency to remain competitive. Competitors with newer, more efficient machines are able to offer lower prices.

b) Fluctuations in Raw Material Supply: The company's operations are highly dependent on the supply of boulders from the mine. Weather factors (rain) and mining permit regulations (C Quarry) often cause interruptions in raw material supply. This supply uncertainty poses a serious external threat that can lead to a complete production shutdown (stockout).

3.2. Discussion

1) Strategic Input Analysis (IFAS & EFAS Weighting)

The input stage aims to summarize the basic information obtained from the variable descriptions into measurable weights and scores. The weighting is based on the significance of each factor's influence on the sustainability of the stone crusher industry, while the rating reflects how effectively CV. Mytra Indo Utama's management currently responds to these factors.

a. IFAS Matrix Analysis (Internal Factor Analysis Summary)

The IFAS Matrix is designed to evaluate a company's internal strengths and weaknesses. In this weighting, the factors "Actual Production" and "Machine Technical Condition" are given the highest priority. This is based on the logic of financial data that shows high maintenance costs and lost production hours due to machine downtime are the dominant variables that significantly erode a company's profit margin.

The following are the results of the IFAS Matrix calculation for CV. Mytra Indo Utama:

Table IFAS Matrix (Internal Factor Analysis Summary)

No.	Internal Factors	Strategic Weight	Rating	Weighted Score
A. Strengths				

A1	Large Installed Machine Capacity (Target 15,000 Tons/Month)	0.10	4	0.40
A2	Strategic factory location close to raw material sources & market access	0.05	3	0.15
A3	Positive Product Gross Margin (Split & Rock Ash -33%)	0.10	3	0.30
A4	Complete Business Legality and Operational Permits	0.05	3	0.15
A5	The operational organizational structure has been formed	0.05	3	0.15
Strength Sub-Total Score		0.35		1.15
B. Weaknesses				
B1	Low Production Realization (GAP minus 35-52% of target)	0.20	1	0.20
B2	High frequency of machine downtime due to spare part damage	0.15	1	0.15
B3	Unscheduled (reactive) maintenance management	0.10	2	0.20
B4	Limited working capital liquidity for spare parts stock	0.10	2	0.20
B5	The technical competence of internal HR in major repairs is still lacking	0.10	2	0.20
Sub-Total Weakness Score		0.65		0.95
IFAS TOTAL SCORE		1.00		2.10

Source: Data processed by the author

Based on Table above, the total weighted score is 2.10. This value is below the theoretical average of 2.50, which indicates that CV. Mytra Indo Utama has a WEAK internal position. The lowest score is contributed by the Weaknesses variable, specifically in production realization and machine breakdown frequency which are rated 1 (very poor). This confirms that the company has not been able to utilize its large capacity machine assets efficiently due to technical and managerial constraints in asset maintenance.

b. EFAS Matrix Analysis (External Factor Analysis Summary)

The EFAS Matrix maps a company's position in response to opportunities and threats in the business environment. The factors "Demand for Infrastructure Projects" (Opportunity) and "Fluctuations in Raw Material Supply" (Threat) are identified as the most critical external

variables determining the company's operational sustainability. The following are the results of the EFAS Matrix calculation:

Table EFAS Matrix (External Factor Analysis Summary)

No.	External Factors	Strategic	Weight	Rating	Weighted Score
A. Opportunities					
A1	Long-term Government Infrastructure Project Support (RPJMN)		0.15	3	0.45
A2	Increased demand for private/property markets due to urbanization		0.10	3	0.30
A3	Access to new heavy equipment technology for production efficiency		0.05	2	0.10
A4	Bank credit support for industrial working capital		0.05	2	0.10
Sub-Total Chance Score			0.35		0.95
B. Threats					
B1	Fluctuations in raw material supply (weather/mining factors)		0.20	2	0.40
B2	Fierce selling price competition		0.15	2	0.30
B3	Increase in operational costs (fuel & spare parts)		0.15	2	0.30
B4	Strict environmental regulations and mining permits		0.15	2	0.30
Threat Sub-Total Score			0.65		1.30
TOTAL EFAS SCORE			1.00		2.25

Source: Data processed by the author

Based on Table above, the total EFAS score is 2.25, which means the company's response to the external environment is classified as MEDIUM (Moderate). The company has a very large market opportunity from infrastructure projects, but the company's ability to capitalize on this opportunity is still hampered by vulnerability to external threats, especially the instability of raw material supplies that often halts production lines.

c. Company Position Analysis (SWOT Cartesian Diagram)

After weighting and rating internal and external factors, the next step is to determine the company's strategic position through mapping it on a SWOT Cartesian Diagram. This mapping

aims to assess CV. Mytra Indo Utama's competitive position based on the difference between its strengths and weaknesses and opportunities and threats.

The determination of the coordinates of the intersection point in the diagram is based on the mathematical calculation of the total weighted score in Table 4.3 (IFAS) and Table 4.4 (EFAS) with the following details:

1) Horizontal Axis (X) – Internal Factors:

Obtained from the difference between the Total Strengths Score and the Total Weaknesses Score.

a. Total Strength Score (S) = 1.15

b. Total Weakness Score (W) = 0.95

W = 1.15 –

2) Vertical Factors:

Obtained between and the

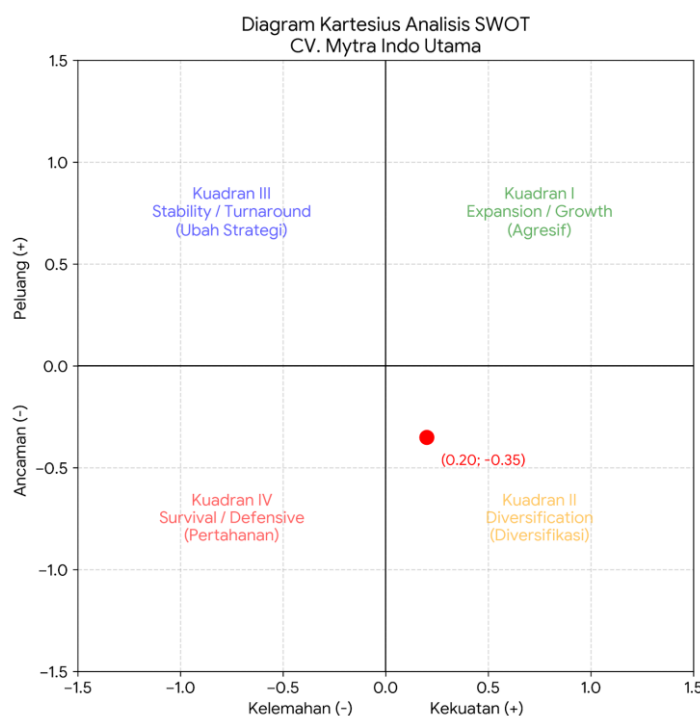
a. Total = 0.95

b. Total

T = 0.95 –

Based on above, CV.

strategic position is at the coordinate point (0.20; -0.35). A visualization of this position can be seen in Figure below:



c. Coordinates X = S – 0.95 = 0.20

Axis (Y) – External

from the difference the Total Opportunities Score Total Threats Score.

Opportunity Score (O)

Threat Score (T) = 1.30

c. Coordinate Y = O - 1.30 = 0.35

the calculations Mytra Indo Utama's

**Figure Cartesian Diagram of SWOT Analysis of
CV. Mytra Indo Utama**

Source: Primary data processed by the author (2026)

Based on Figure above, it is known that the company's coordinate point is in Quadrant II (Diversification). This position indicates that although the company faces various serious external threats (such as raw material fluctuations and price competition), the company still has sufficient internal strength (a positive score of 0.20) in the form of large installed machine capacity and healthy product margins.

A position in Quadrant II indicates that the company is advised to use its internal strengths to minimize the impact of external threats (ST Strategy). However, given the low internal strength score (0.20) and the dominant threat position, this diversification strategy must be implemented in conjunction with internal improvements (Turnaround) as indicated later in the IE Matrix analysis, to ensure a strong production foundation before facing market threats.

2) Position Mapping and Strategy Formulation (Matching Stage)

The matching stage aims to synergize internal and external factors to determine the appropriate macro strategic direction. Based on the weighting results from the input stage, the total IFAS score was 2.10 and the total EFAS score was 2.25. These two scores serve as the basic coordinates for mapping the company's strategic position using the Internal-External (IE) Matrix.

a. Internal-External Matrix Analysis (IE Matrix)

The intersection of the internal strength score in the Weak category (2.10) on the horizontal axis and the external response score in the Moderate category (2.25) on the vertical axis, places CV. Mytra Indo Utama on the border between Quadrant V (Hold and Maintain) and Quadrant III (Turnaround).

Although mathematically, the company falls into the "Maintain and Maintain" area (Quadrant V), operational reality shows that the company cannot simply "survive" with production reaching only 47-65% of target. A low internal score (2.10) strongly signals that the production foundation is fragile. Therefore, the most relevant and urgent strategic direction is to shift to Quadrant III (Turnaround Strategy).

The strategic implication of this position is that management must resist the temptation of aggressive expansion (such as massive fleet expansion or the opening of new mines) before addressing internal inefficiencies. The primary focus of the strategy should be directed toward Weakness-Opportunity (WO) strategies, namely addressing critical internal weaknesses (frequent machine breakdowns and low output) so that the company has sufficient capacity to capture market opportunities for large infrastructure projects.

b. SWOT Matrix (Formulation of Alternative Strategies)

Based on the Turnaround strategic direction, the following is a formulation of specific alternative operational strategies resulting from the confluence of key factors:

Table SWOT Matrix

	STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	SO STRATEGY	WO (Priority) Strategy
	1. Optimization of installed capacity of 15,000 tons to fulfill long-term contracts for government infrastructure projects.	1. Revitalization of Maintenance Management: Transformation from breakdown maintenance to preventive maintenance to reduce downtime and increase production realization.
	2. Leverage strategic locations to reduce logistics costs and increase margins.	2. Spare Part Stock Management: Allocating specific working capital for buffer stock of vital components to ensure production continuity.
THREATS (T)	ST STRATEGY	WT STRATEGY
	1. Increase production volume to reduce the cost of goods sold per unit in order to win price competition.	1. Conducting strict overhead cost efficiency to maintain cash flow amidst fluctuations in raw material prices.
	2. Maintaining product quality standards (Split & Stone Ash) to maintain customer loyalty amidst competition.	2. Improving the competency of internal technicians through training to reduce dependence on external repair service vendors.

Source: Data processed by the author

From the SWOT mapping above, two main strategic alternatives are summarized whose priorities will be tested:

- a. Alternative Strategy 1 (Focus on Internal Improvement): Improving the machine maintenance system and spare parts stock management (Operational Excellence).
- b. Alternative Strategy 2 (External Expansion Focus): Marketing aggressiveness to obtain large volume contracts (Market Penetration).

3) Determining Strategic Priorities (Decision Stage) with QSPM

The decision stage is the culmination of the analysis, allowing for an objective selection of the best strategy. Using the Quantitative Strategic Planning Matrix (QSPM), the attractiveness of both alternative strategies is assessed against each key success factor. The strategy with the highest Total Attractiveness Score (TAS) is recommended for implementation first.

4) Managerial Aspects and Strategic Implications

Based on the QSPM analysis, which prioritizes internal improvements, the following are concrete and detailed managerial implications for CV. Mytra Indo Utama:

a. Maintenance Overhaul Paradigm Transformation

Management must abandon the traditional run-to-failure approach (waiting for a machine to break down before repairing it), which has been proven to lead to high costs and low production. Instead, it requires the implementation of Total Productive Maintenance, which includes:

- a) *Preventive Maintenance*: Implementation of a periodic service schedule based on machine hours, not just a monthly calendar.
- b) *Predictive Maintenance*: Use of component history logbook (wear part life-cycle) to predict when jaw plate or conveyor will wear out, so that replacement can be done before the tool is completely damaged.

b. Restructuring of Working Capital Management (Inventory Management)

Given that limited working capital is a constraint on spare parts procurement, management needs to revise its cash flow policy. A dedicated sinking fund is required, specifically for the procurement of critical, fast-moving spare parts.

- a. Implications: Having vital spare parts in stock in the warehouse will reduce repair lead times from days to hours. This directly improves the machine availability ratio.

c. Increasing Asset Utility for Profitability (Economies of Scale)

Focusing on production strategy will directly impact the cost structure (COGS). With stable machinery, production is expected to increase from an average of 7,000 tons to an optimal capacity of 15,000 tons.

4. Conclusion

Based on the data analysis and discussion that has been carried out using the SWOT and QSPM approaches, the following conclusions can be drawn: Research Problem. This research begins with a research problem, namely the gap between the production target of 15,000 tons/month and the production realization which on average only reaches 47-65%. Therefore, this study concludes that the failure to achieve the target is caused by the dominance of internal weakness factors compared to the strengths owned. The results of the study conclude that the company's strategic position is in Quadrant III (Turnaround), so the optimal material production strategy for CV. Mytra Indo Utama is an internal improvement strategy, not a market expansion strategy. This answers the research problem that the solution to production inefficiency is to prioritize improvements in maintenance management and spare parts stock, as evidenced by the highest QSPM priority score of 5.45.

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