

Business Development Strategy with SWOT Analysis Method at PT Jaho Mulya Sunjaya

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ABSTRACT

Increasingly competitive business environments require every company to continually develop its business to remain relevant and competitive. PT *Jaho Mulya Sunjaya*, as a provider of passenger and baggage services at Soekarno-Hatta International Airport, faces internal and external challenges in maintaining and developing its business. This research aims to formulate the appropriate business development strategy through SWOT analysis. The method used is a descriptive qualitative approach, with data collection techniques including observation, interviews, and the distribution of questionnaires to the company's internal parties. The analysis was carried out through the IFE, EFE, IE, and Cartesian Diagram matrices to determine the strategic position of the company. The results of the study show that PT *Jaho Mulya Sunjaya* has strong internal and external positions, with an IFE score of 3.41 and an EFE score of 3.17. The company is in quadrant I (growth and build strategy), which indicates great opportunities to implement aggressive growth strategies. Strategy recommendations include the development of digital services, increasing the number and capacity of passenger services, market expansion, improving service quality, and strengthening branding. With the right strategy, the company is expected to increase competitiveness and achieve sustainable growth.

Keywords: Business development strategy; SWOT analysis; Digital Transformation

INTRODUCTION

Business development is a crucial step in the business world, especially for companies that want to continue to exist and grow amid fierce competition (Kristianto, 2023). This process not only involves increasing the number of sales but also includes various other important aspects, such as product innovation, market expansion, and operational efficiency (Anning-Dorson, 2018; Kraus et al., 2020). In this case, the main goal of business development is to strengthen the capacity and potential of the company in achieving the long-term goals that have been set (Franco et al., 2020; Santoro et al., 2021). Thus, business development aims to generate sustainable added value not only for the company but also for all parties involved (Kafouros et al., 2019; Scuotto et al., 2020; Del Giudice et al., 2021).

One of the important components of business development is a deep understanding of the business environment, both internal and external. In this case, SWOT analysis becomes a very useful tool for evaluating the strategic position of a company (Phadermrod et al., 2019; Ommani, 2018). This analysis helps identify the strengths, weaknesses, opportunities, and threats faced by the company, so that management can formulate a more appropriate and effective strategy (Helms & Nixon, 2019; Panagiotou, 2021). Moreover, SWOT analysis has been widely applied in various industries to improve decision-making and competitive advantage (Gürel & Tat, 2017; Sarsby, 2018; Chernev, 2020).

SWOT analysis is basically a systematic identification technique regarding various factors and elements that determine the development of an institution. According to Rangkuti in (Pratiwi, 2019), "SWOT analysis is the systematic identification of various factors to formulate a company's strategy." This analysis is based on logic that can

maximize *strengths* and *opportunities*, but at the same time minimize *weaknesses* and *threats*. To find the business development strategy, it can be determined by a combination of internal and external factors. Both factors should be considered in a SWOT analysis. As explained by Fadilah and Weriantoni (2019), and Ambarwati (2020), this analysis not only provides an overview of the company's condition but also provides deeper insights into the dynamics within and outside the company. By using this technique, companies can evaluate the conditions of the scope of activities concerned, so that institutional development strategies can be formulated more appropriately in accordance with existing conditions and potentials (Abdussamad & Amala, 2016; Monika et al., 2021).

The profile of PT *Jaho Mulya Sunjaya* as a passenger and baggage service provider at Soekarno-Hatta International Airport shows that this company has great potential in the market they serve. Since its establishment in 2019, the company has managed to build a good reputation among its customers.

In the context of PT *Jaho Mulya Sunjaya*, the application of SWOT analysis can provide very useful insights to formulate the right strategy in facing business competition, for example by identifying factors that affect the company's internal and external business development.

This strength is not just a claim but can be backed up with data and testimonials from satisfied customers, which will give more credibility to the company. With in-depth analysis and a clear understanding of *strengths*, *weaknesses*, *opportunities*, and *threats*, PT *Jaho Mulya Sunjaya* can formulate a more effective and relevant strategy. This strategy can include various aspects, from new product development and improved customer service to more aggressive marketing strategies.

The purpose of this study is to provide a deeper understanding of the importance of business development in the context of the company, as well as how SWOT analysis can be used as a tool to formulate effective strategies. The benefits of this research will not only be felt by PT *Jaho Mulya Sunjaya* but also by other companies seeking to improve their competitiveness and performance in the market. Thus, this research is expected to make a significant contribution to the development of better business strategies.

RESEARCH METHODS

This study uses a **descriptive qualitative approach** to analyze PT *Jaho Mulya Sunjaya*'s business development strategy through a SWOT approach. Data collection techniques included observation, interviews, and questionnaire dissemination. This method was chosen because it is considered capable of describing the real conditions in the field clearly and measurably. The data collection was carried out through direct interviews with representatives of PT *Jaho Mulya Sunjaya*'s management and by distributing questionnaires to the company's internal parties, including operational personnel and representatives of the management team.

The data processing and analysis methods consist of descriptive analysis and an analysis of the company's environment through three stages of strategy formulation. The analytical tools used to formulate the strategy are the Internal Factor Evaluation matrix (IFE), the External Factor Evaluation matrix (EFE), the Internal-External matrix (IE), and the Cartesian Diagram. The results of the information obtained are presented in the form of tables, images, and graphs.

RESULTS AND DISCUSSION

In short, SWOT analysis can be applied by analyzing and sorting out things that affect the four factors. Therefore, strategic planning must analyze the factors (strengths, weaknesses, opportunities and threats) in the current conditions. SWOT analysis plays an important role in formulating the right passenger and baggage service/handling business development strategy.

Evaluation of internal and external factors will help design policies that can optimize business development strategies at PT Jaho Mulya Sunjaya.

Input Stage

SWOT analysis is an instrument for identifying various factors that are systematically formed that are used to formulate company strategies. This analysis approach is based on logic that can maximize *strengths* and opportunities *while minimizing weaknesses and threats*.

To be able to find the right strategy, the analysis stage is divided into divisions, namely the analysis of the IFE Matrix, the EFE Matrix, the IE Matrix, the Cartesian Diagram and the SWOT analysis. Table 1 shows the Variables, Indicators, Analysis Methods and Measurement Scales used.

Table 1. Variables of Business Development Strategy Through SWOT Analysis at PT Jaho Mulya Sunjaya

Concept	Variable	Indicators	Method Analysis	Measurement Scale
SWOT analysis helps organizations understand the situation they are facing by balancing strengths and weaknesses from within, as well as opportunities and threats that come from outside as a whole (Effendi, 2011)	Business development strategy with SWOT analysis method at PT Jaho Mulya Sunjaya	1. Strengths 2. Weaknesses 3. Opportunities 4. Threats	1. IFE Matrix 2. EFE Matrix 3. IE Matrix 4. Cartesian Diagram	Likert Scale

Source: Data processed (2025)

To determine the appropriate strategy, it is necessary to conduct an IFE analysis to assess and identify internal factors in the form of strengths and weaknesses. Table 2 is the result of *the analysis of internal factors*.

Table 2. IFE (Internal Factor Evaluation) Matrix PT Jaho Mulya Sunjaya

Internal Factors	Weight	Rating	Score
Strengths			
1. Have a permit certification from the Ministry of Transportation of the Republic of Indonesia, regarding the fulfillment of PM 81 of 2021	0,08	4	0,32
2. Has a definitive office location at Terminal 2D of Soekarno - Hatta International Airport	0,08	4	0,32
3. Have complete supporting documents for business activities (SOP, Strategic Business Plan).	0,08	4	0,32
4. Have more than 3 years of business experience.	0,08	3	0,24
5. Have a management team that is experienced in their field.	0,05	4	0,22
6. Competitive service tariff package prices.	0,05	4	0,22
7. Create new jobs.	0,05	4	0,22
8 Services at Indonesia's largest airport	0,05	4	0,22
Weaknesses			
1. Limited operational permit validity	0,08	3	0,24
2. Office rental rates and concessions increase every year	0,05	2	0,11
3. Company documents need to be regularly adjusted to the latest regulations from airport managers and the Ministry of Transportation	0,08	3	0,24
4. Not yet fully implemented digitalization in business processes	0,05	3	0,16

Internal Factors	Weight	Rating	Score
5. The number of Human Resources is limited, compared to the number of customers served (high ratio) which has the potential for low service quality.	0,05	3	0,16
6. There is no price standard that applies to fellow like-minded business people.	0,05	3	0,16
7. The company's presence at the airport is vulnerable to changes in the airport master plan	0,03	3	0,08
8. It does not have an adequate Public Relations program to handle customer complaints.	0,05	3	0,16
Total			3,41

Source: Data processed (2025)

Information:

- Weight Value :0.00 (Not Important) to 1.00 (Very Important)
- Score = Weight x Rating

The results of IFE's analysis showed that PT Jaho obtained a total score of 3.41 which was above the average score of 2.5. This score provides results; that the company has a relatively strong internal position in the service industry at Soekarno-Hatta International Airport.

Meanwhile, *the External Factor Evaluation* (EFE) matrix is used to evaluate and analyze the main external factors that affect the organization, both in the form of opportunities and *threats*.

According to David (2017), the EFE matrix allows managers to systematically assess the external factors that the company has from various aspects such as economic, social, political, technological, and environmental, in order to determine how the organization's strategy responds to these external conditions. Table 3 shows the results of EFE analysis for PT Jaho Mulya Sunjaya.

Table 3. Matrix EFE (External Factor Evaluation) PT Jaho Mulya Sunjaya

External Factors	Weight	Rating	Score
Opportunities			
1 The trend of the number of business partners working together is increasing.	0,07	4	0,29
2 The loyalty of business partners to collaborate with PT Jaho Mulya Sunjaya remains high.	0,07	4	0,29
3 The growth trend of Umrah passengers is increasing.	0,07	4	0,29
4 The Business Sector has a uniqueness/special licensing from government agencies.	0,05	3	0,15
5 The requirements for business licenses from authorized agencies are quite strict so as to strengthen the company's bargaining position.	0,05	3	0,15
6 The field of transportation services through the airport is a favorite choice of the public for tourist and worship trips.	0,07	4	0,29
7 Public trust in the quality of PT Jaho Mulya Sunjaya's services is very good.	0,07	4	0,29
8 The support of the airport manager for PT Jaho Mulya Sunjaya's business activities is very good.	0,07	4	0,29
Threats			
1 There are changes in regulations/rules from the government	0,05	3	0,15
2 The emergence of new companies as competitors	0,05	3	0,15
3 Economic conditions on people's ability to use air transportation modes	0,07	3	0,22

4	Not enough ready to follow new technologies in the aviation industry.	0,05	2	0,10
5	Tightening the regulations of Umrah worship in the holy land.	0,07	3	0,22
6	It is not yet ready to meet the expectations of service quality from consumers.	0,05	2	0,10
7	PT Jaho Mulya Sunjaya's business field was taken over by the airport manager.	0,05	1	0,05
8	Business partners switch to other similar companies	0,07	2	0,15
TOTAL				3,17

Source: Data processed (2025)

The maximum total score is 4.0 and the minimum is 1.0, with an average score of 2.5. if an organization gets a score above 2.5, it means that the strategy implemented is effective enough in responding to opportunities and overcoming is considered not optimal (David & David, 2017).

Information:

- Weight Value :0.00 (Not Important) to 1.00 (Very Important)
- Score = Weight x Rating

The results of EFE's analysis showed that PT jaho obtained a total score of 3.17 which was above the average score of 2.5. This score indicates that the company has a relatively strong external position in the service industry at Soekarno-Hatta International Airport.

Matching Stage

This stage aims to produce alternative strategies that will be implemented within the company, by matching the strengths and weaknesses of the group with the opportunities and threats faced. The use of IE Matrix will help determine the company's position after calculating *Internal Factors* and *External Factors*. In the IFE calculation results, PT Jaho Mulya Sunjaya got a score of 3.41 and in the EFE calculation got a score of 3.17. Above the average of 2.5.

**Table 4. IE Matrix (Internal- External)
PT JAHOMULYA SUNJAYA**

Strong 3.0-4.0	Medium 2.0-2.99	Weak 1.0-1.99
I	II	III
<i>(Grow and Build)</i>	<i>(Grow and Build)</i>	<i>(Hold and Maintain)</i>
IV	V	VI
<i>(Grow and Build)</i>	<i>(Hold and Maintain)</i>	<i>(Harvest or Divest)</i>
VII	VIII	IX
<i>(Hold and Maintain)</i>	<i>(Harvest or Divest)</i>	<i>(Harvest or Divest)</i>

Source: RESEARCHGET.NET

The results of the IFE and EFE analysis show that PT Jaho Mulya Sunjaya's position is in cell 1, namely *(Grow and Build)*, the appropriate strategy is an Intensive and Aggressive Strategy with a focus on business growth in the company. The strategy should be focused on market penetration, market development, and product/service development. In this study, after using the IE matrix analysis, the next step was to use the Cartesian diagram to find the appropriate coordinate points using the Cartesian diagram SWOT analysis, which was obtained from the results of the IFE and EFE analysis.

The total score result from the internal factor condition is 3.41 which is obtained from the value of the strength factor of 2.08 and the weakness factor of 1.32. Then the total result of the score factor from external conditions is 3.17 which is obtained from the value of the opportunity factor of 2.05 and the value of the threat factor of 1.12. Next, to determine the coordinate point by calculating the difference from each factor, so as to get a result of 0.38; 0.465.

The following in diagram 1, is the result of the analysis using the Cartesian Diagram, the position of PT Jaho Mulya Sunjaya is in quadrant 1.

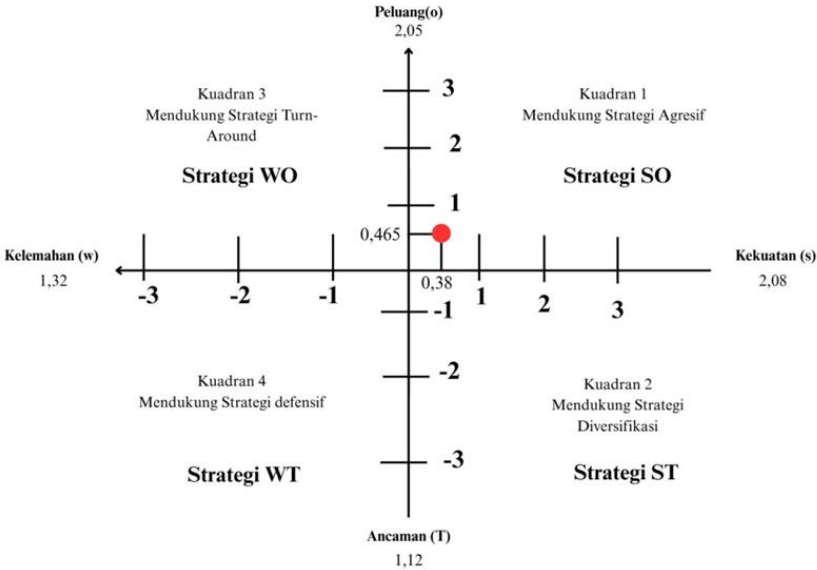


Diagram 1. Diagram Cartesians PT Jaho Mulya Sunjaya
 Source: Primary Data Processing Research, 2025

Quadrant 1 is a very favorable situation for the company, because the company has many opportunities and strength to be able to implement an appropriate business development strategy, The strategy that must be implemented is an aggressive company growth policy.

One of the most important strategic steps in the development of passenger and baggage handling services at PT Jaho Mulya Sunjaya is to build an integrated online application or platform. This platform not only serves as a means of reservation the number of passengers and baggage to be served, but can also facilitate other needs such as knowing passenger growth trends in a certain period, accommodating input and complaints of business partners, and as a means of effective communication with business partners regarding passenger and baggage services.

By leveraging the latest technologies, such as artificial intelligence and data analytics, the platform can provide a user-friendly experience. For example, an app equipped with a real-time notification feature can inform you of changes in the number of passenger reservations and baggage to be served. This not only increases the transparency of services, but also provides a sense of security to business partners and Hajj & Umrah travel.

In addition to digital development, it is important to increase passenger and baggage service capacity by opening new services for passengers other than Hajj and Umrah pilgrims. For example, services for Very Important Person (VIP) passengers and passengers with independent tourism purposes / *Free Individual Travel* (FIT). This development will not only expand the service range, but also provide an alternative for the company in order to increase the number/capacity of passenger services.

In addition, opening new markets at airports that are not yet available by this service is a strategic step that should not be overlooked. For example, areas with significant Muslim populations but do not yet have direct access to Umrah hajj services could be potential expansion targets. With the right approach, the company can reach new pilgrims and increase its market share significantly.

Improving service quality is an equally important aspect. Conducting training for staff and *refreshment programs* regarding *Standard Operating Procedures* (SOP) on a regular basis so that service quality remains excellent and consistent is a step that must be taken. A well-

trained staff will not only improve customer satisfaction but will also create a positive image for the company.

In addition, strengthening the branding as a reliable, safe, and friendly passenger and baggage service company through marketing campaigns that focus on the values of comfort and trust is essential. For example, testimonials from satisfied Hajj & Umrah business and travel partners can be used as an effective marketing tool, creating trust among potential business partners and new Hajj & Umrah travel partners.

Overall, to achieve sustainable growth in the passenger and baggage service industry, various strategies need to be implemented gradually. The development of integrated digital services, service capacity building, market expansion, and service quality improvement and branding are the main pillars that support each other. Thus, the company will not only be able to meet the needs of business partners and Hajj & Umrah travel, but also build a solid reputation as a reliable provider of passenger and baggage services.

CONCLUSION

Business development is a fundamental aspect for a company's sustainability and growth in the face of increasingly competitive competition. This study shows that PT *Jaho Mulya Sunjaya*, as a provider of passenger and baggage services at Soekarno-Hatta International Airport, has great potential to continue growing through the utilization of internal strengths and existing external opportunities. Through a structured and in-depth SWOT analysis approach, the author managed to identify various strategic factors that affect the performance and sustainability of the business. The results of the IFE matrix analysis showed a score of 3.41, reflecting the company's strong internal position. Meanwhile, the EFE score of 3.17 indicates that the company has a relatively strong external position in the service industry at Soekarno-Hatta International Airport. The results of the IE matrix show that PT *Jaho Mulya Sunjaya* is in cell 1 (*Grow and Build*). This shows that the company's ability to respond to opportunities and face external threats is good and strong. With its position in quadrant I of the Cartesian Diagram, PT *Jaho Mulya Sunjaya* is in a strategic condition to implement an aggressive growth strategy. This strategy is directed at the development of technology-based services, service capacity building, market expansion, improving the quality of human resources, and strengthening branding that emphasizes the values of trust, convenience, and customer satisfaction. This is a great opportunity that needs to be maximized. By implementing the right strategy based on the results of the SWOT analysis, PT *Jaho Mulya Sunjaya* can not only increase competitiveness in the airport-related service industry but also strengthen its existence as an innovative, professional, and customer satisfaction-oriented passenger and baggage service provider. This research can make a strategic contribution by formulating a sustainable and adaptive business development direction aligned with the dynamics of the aviation business environment.

Based on the findings of the research, PT *Jaho Mulya Sunjaya* is advised to immediately implement digital transformation by developing an online platform-based baggage reservation and tracking system to improve service efficiency. Market expansion can be achieved by opening services at secondary airports that have potential for *Umrah* passengers and by developing special packages for the VIP segment and independent tourists. Improving the quality of human resources through periodic training programs on service SOPs and digital literacy is important to maintain service standards. On the marketing side, the company needs to strengthen branding through customer testimonial campaigns and strategic partnerships with trusted travel agencies. Finally, the formation of a regulatory monitoring team is necessary to anticipate policy changes that may affect the company's operations. The implementation of these strategies is expected to strengthen the company's competitive position in the airport service industry.

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