

INTEGRATED STRATEGIC DECISION-MAKING FRAMEWORK FOR FREIGHT FORWARDING INDUSTRY USING AHP-BASED MULTI-CRITERIA ANALYSIS: EVIDENCE FROM INDONESIA

Cholil Ubaidillah¹ and Dendi P. Ishak²

¹Industrial Engineering, University of Indonesia
email: cholilu72@gmail.com

²Industrial Engineering, University of Indonesia
email: dendi@ie.ui.ac.id

Abstract. The freight forwarding industry faces increasingly intense competition driven by globalization, technological advancement, and expanding trade activities. Companies in this sector are therefore required to formulate competitive and sustainable business strategies. This research proposes an integrated strategic formulation framework by combining the Multi-Criteria Decision Making–Analytical Hierarchy Process (MCDM-AHP) approach with Fred R. David’s strategic management model. The novelty of this research lies in integrating the Competitive Profile Matrix (CPM) into the input stage alongside the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to strengthen competitive analysis. The study was conducted at Amancare Logistic using primary data collected through interviews and stakeholder questionnaires, supported by secondary company and industry data. AHP was applied to determine the relative importance of strategic factors before being analyzed using IFE, EFE, CPM, SWOT, SPACE, BCG, Grand Strategy, and QSPM matrices. The results indicate that the proposed framework improves strategic formulation objectivity and competitive positioning analysis. Forward integration, digital logistics integration, and specialized cargo service development were identified as the main strategic priorities to enhance competitiveness and business sustainability in the freight forwarding industry.

Keywords: Freight Forwarding Industry, David’s Strategic Management Model, MCDM-AHP, Competitive Profile Matrix (CPM), Quantitative Strategic Planning Matrix (QSPM).

I. INTRODUCTION

The freight forwarding industry plays an essential role in supporting global trade and logistics systems. The increasing complexity of supply chain networks, customer expectations, and digital transformation has intensified competition among logistics service providers. Freight forwarding companies are no longer competing solely on transportation capability but also on operational flexibility, service integration, responsiveness, and strategic positioning.

Indonesia, as an archipelagic country with growing domestic and international trade activities, has experienced rapid expansion in logistics and freight forwarding services. However, infrastructure limitations, high logistics costs, and competitive pressures create significant challenges for logistics companies attempting to maintain sustainable competitiveness.

Amancare Logistic, the brand name of PT Aman Perkasa Powerindo, operates in inland transportation, sea freight, and air freight services. Despite its business expansion and increasing market opportunities, the company faces intense competition from both established logistics firms and emerging freight forwarding providers. Therefore, a comprehensive strategic formulation approach is required to support long-term competitiveness.

Previous studies on strategic management in logistics industries commonly employed SWOT analysis, IFE-EFE matrices, or standalone AHP methods. However, most studies insufficiently address competitive positioning during the input stage of strategy formulation. In Fred R. David's strategic formulation framework, the input stage typically emphasizes internal and external evaluations through IFE and EFE matrices. Competitive analysis is often discussed separately or receives less systematic integration.

This research addresses this gap by proposing an integrated strategic formulation framework that incorporates the Competitive Profile Matrix (CPM) into the input stage alongside IFE and EFE matrices. The integration is strengthened through the application of MCDM-AHP to improve factor weighting objectivity.

The objectives of this research are:

1. To identify strategic internal and external factors affecting Amancare Logistic.
2. To analyze the company's competitive position using CPM within the input stage.
3. To formulate alternative business strategies using David's comprehensive strategic formulation model.
4. To determine the most appropriate strategic priorities using QSPM.

The contributions of this research include:

- Development of a hybrid MCDM-AHP strategic formulation framework.
- Systematic integration of CPM within the input stage.
- Practical implications for freight forwarding strategic planning.
- Improvement of decision-making objectivity in competitive logistics environments.

II. LITERATURE REVIEW

2.1. Freight Forwarding Industry

Freight forwarding refers to business activities associated with managing transportation services involving inland, sea, and air cargo movement. Freight forwarders function as intermediaries between shippers and transportation providers while managing documentation, warehousing, cargo handling, customs clearance, and logistics coordination.

The logistics industry has evolved rapidly due to globalization, digital commerce, and supply chain integration. Consequently, freight forwarding companies must continuously improve operational efficiency, customer responsiveness, and strategic adaptability.

2.2. Strategic Management

Strategic management is defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve objectives. According to David (2011), strategic management consists of three major stages:

1. Input Stage
2. Matching Stage
3. Decision Stage

The input stage commonly utilizes IFE, EFE, and CPM matrices. The matching stage includes IE, SWOT, SPACE, BCG, and Grand Strategy (GS) matrices. Finally, the decision stage uses QSPM to determine strategic priorities.

2.3. Analytical Hierarchy Process (AHP)

AHP is a multi-criteria decision-making technique developed by Saaty. It enables decision-makers to evaluate multiple criteria through pairwise comparisons and consistency testing. AHP is highly suitable for strategic management because it reduces subjectivity in assigning strategic weights and priorities.

2.4. Competitive Profile Matrix (CPM)

CPM is a strategic management tool used to compare a company against its competitors using critical success factors. Unlike IFE and EFE, CPM explicitly evaluates competitive positioning. This research emphasizes CPM as an integral component of the input stage rather than merely supplementary analysis.

III. RESEARCH METHODOLOGY

3.1. Research Design

This research employs a descriptive and quantitative strategic management approach. The research integrates MCDM-AHP with David's strategic formulation model.

3.2. Data Collection

The data collection process includes field studies as primary data and literature studies as secondary data. Field studies aim to understand the actual conditions of the object being studied, so that the researcher has a clear picture of the research object. In field studies, the researcher will collect data by conducting direct observation, interviews, and having internal respondents from relevant parties fill out questionnaires. Meanwhile, literature studies aim to master the theoretical concepts related to the research problem in order to solve existing problems up to the analysis stage based on the results of surveys in the field, data collection, and steps in drawing conclusions.

Primary data were obtained through:

- Interviews with company management
- Stakeholder questionnaires
- Pairwise comparison assessments

Secondary data included:

- Company reports
- Industry publications
- Logistics sector statistics
- Previous strategic management studies

3.3. Research Framework

The research framework consists of:

1. Identification of internal and external factors
2. AHP weighting process
3. Input stage analysis (IFE, EFE, CPM)
4. Matching stage analysis (IE, SWOT, SPACE, BCG, GS)
5. Decision stage analysis using QSPM
6. Strategic recommendation development

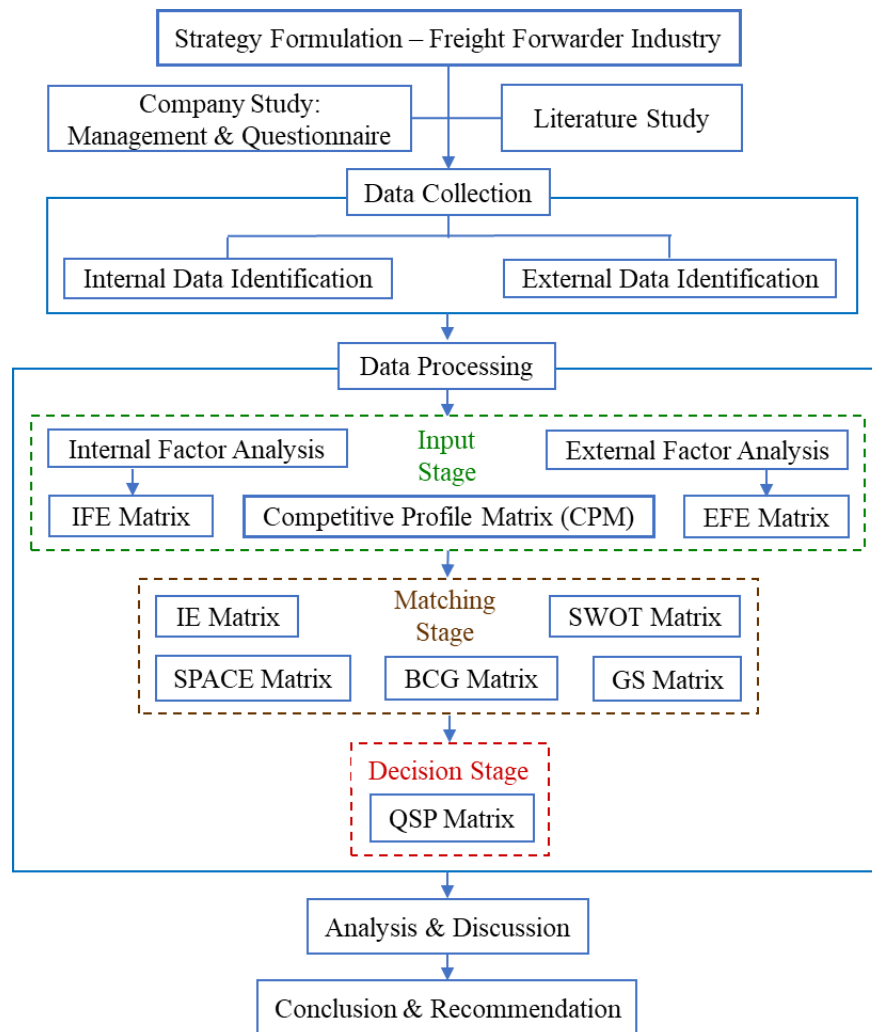


Figure 1. Research Framework

3.4. Analytical Methods

3.4.1. AHP Weighting

AHP was applied to determine the importance level of strategic factors. Consistency Ratio (CR) values below 0.10 were considered acceptable. Below the CR calculation result of research datas.

Table 1. Research Data Validation

No.	Factors/ Subfactors	Consistency Index	Random Index	CR
1	Internal (All)	0,043	1,120	0,038
1.1	Human Resource	0,098	1,240	0,079
1.2	Management	0,101	1,120	0,090
1.3	Marketing	0,052	0,900	0,058
1.4	Financial	0,033	0,580	0,056
1.5	Technology and Development	0,047	0,900	0,052
2	External (All)	0,091	1,120	0,082
2.1	Economy	0,081	1,240	0,065
2.2	Social, Cultural, and Environmental	0,033	0,900	0,036
2.3	Politics, Government and Law	0,085	0,900	0,094
2.4	Technology	0,010	0,580	0,018
2.5	Competition	0,102	1,240	0,083

3.4.2. Input Stage

The input stage consists of:

- Internal Factor Evaluation (IFE)
- External Factor Evaluation (EFE)
- Competitive Profile Matrix (CPM)

The novelty of this research lies in strengthening the input stage by integrating CPM systematically with IFE and EFE.

3.4.3. Matching Stage

The matching stage utilizes:

- Internal-External (IE) Matrix
- SWOT Matrix
- Strategic Positioning and Action Evaluation (SPACE) Matrix
- Boston Consulting Group (BCG) Matrix
- Grand Strategy (GS) Matrix

3.4.4. Decision Stage

Quantitative Strategic Planning Matrix (QSPM) was used to determine strategic priorities objectively. QSPM is an analysis designed to determine the relative attractiveness of feasible courses of action (David, 2011). Objectively, this technique is conducted to choose the best strategy based on the available strategic alternatives.

The advantage of QSPM is that strategies can be evaluated gradually or collectively, and there is no limit to the number of strategies that can be assessed. Otherwise, the limitation of QSPM is that it always requires intuitive judgment and fundamental assumptions based on objective information. QSPM can only be useful as preliminary information and a matching analysis tool, the preparation of which is done subjectively.

IV. RESULTS AND DISCUSSION

4.1. Internal Factor Evaluation (IFE) Matrix

The Internal Factor Evaluation (IFE) matrix was developed to identify the major strengths and weaknesses influencing the competitiveness of Amancare Logistic. Internal strategic factors were collected through interviews, observations, and stakeholder questionnaires involving managerial personnel and operational staff.

Table 2. Internal Factor Evaluation (IFE) Matrix of Amancare Logistic

No	Internal Factors	Weight Rating Score		
Strength Factors				
1	Workforce competency in carrying out and processing logistics service activities	0.10	3.00	0.30
2	Experienced in managing domestic freight transportation, especially in Eastern Indonesia regions	0.13	3.00	0.39
3	The company has a well-known reputation and maintains good relations with Garuda Indonesia Cargo	0.15	4.00	0.60
4	Possesses a special license for the shipment of living and deceased bodies (human remains)	0.03	3.00	0.09
5	Has specialized packaging for goods delivery	0.08	4.00	0.32
Weakness Factors				

No	Internal Factors	Weight Rating Score		
1	The company's strategy and policy direction are still unclear	0.05	2.00	0.10
2	The company's infrastructure in business processes is still incomplete	0.14	3.00	0.42
3	Transaction systems (finance and reporting) are still manual, resulting in missed data in reporting systems	0.12	2.00	0.24
4	Limited publication and promotion to customers	0.03	2.00	0.06
5	Website content is not regularly updated	0.04	1.00	0.04
6	The company's organizational structure and job positions are still unclear, affecting job descriptions	0.09	2.00	0.18
7	Limited adaptation to logistics technology, resulting in the absence of international standardization	0.04	1.00	0.04
Total Score		1.00	2.78	

Based on the Internal Factor Evaluation (IFE) Matrix, Amancare Logistic obtained a total weighted score of **2.78**, which indicates that the company has a moderate internal position. This score shows that the company is relatively capable of utilizing its strengths to overcome its weaknesses, although several internal issues still need improvement.

The company's primary strengths are reflected in its strong reputation and good relationship with Garuda Indonesia Cargo, which achieved the highest weighted score of **0.60**. This indicates that Amancare Logistic has strong credibility and strategic partnerships within the logistics industry. In addition, the company has experienced human resources in handling domestic cargo transportation, especially in Eastern Indonesia, which strengthens its operational capabilities. Specialized packaging services and special permits for shipping living and deceased bodies also provide competitive advantages and market differentiation compared to competitors.

Despite these strengths, the company still faces several weaknesses. The most significant weakness is the incomplete business process infrastructure, with a weighted score of **0.42**. Furthermore, the company still relies on manual transaction and reporting systems, leading to inefficiencies and missed data in operational reporting. The lack of technological adaptation and unclear organizational structure also negatively affect operational effectiveness and job descriptions. In addition, limited promotional activities and infrequently updated website content reduce the company's visibility and competitiveness in the market.

Overall, the IFE Matrix analysis indicates that Amancare Logistic has sufficient internal strength to compete in the logistics industry; however, improvements in technology implementation, infrastructure development, organizational management, and digital marketing are necessary to enhance long-term competitiveness and operational performance. The total weighted IFE score also indicates that the company has moderate internal capability with several opportunities for strategic improvement.

4.2. External Factor Evaluation (EFE) Matrix

The External Factor Evaluation (EFE) matrix was used to identify external opportunities and threats influencing the freight forwarding industry.

Table 3. External Factor Evaluation (EFE) Matrix of Amancare Logistic

No	External Factors	Weight Rating Score		
Opportunity Factors				
1	Increasing national economic growth rate	0,20	3,00	0,60
2	Continuously growing cargo market share	0,03	3,00	0,09

No	External Factors	Weight	Rating	Score
3	Indonesia is an archipelagic country, requiring transportation modes for the distribution of raw materials	0,08	4,00	0,32
4	The growth of SMEs/ businesses based on online platforms	0,04	4,00	0,16
5	Technological advancements that support the company in providing services to customers	0,13	3,00	0,39
6	Growth of Supply Chain Management (SCM) in the distribution of raw materials/basic necessities	0,05	3,00	0,15
Threat Factors				
1	Air transportation is highly vulnerable to weather changes	0,05	2,00	0,10
2	Domestic security conditions remain unstable	0,03	2,00	0,06
3	Courier companies operating downstream are beginning to enter upstream cargo services	0,18	3,00	0,54
4	Dependence on government policies	0,1	3,00	0,30
5	The number and quality of competitors in the industry	0,03	1,00	0,03
6	Rapid and dynamic technological development	0,08	2,00	0,16
Total Score		1.00		2.90

Based on the External Factor Evaluation (EFE) Matrix, Amancare Logistic achieved a total weighted score of **2.90**, indicating that the company is relatively effective in responding to external opportunities and threats within the logistics industry. This score suggests that the company has favorable opportunities for growth if it can strategically utilize existing market conditions.

The greatest opportunity for the company comes from the increasing national economic growth, which received the highest weighted score of **0.60**. Economic growth positively influences the demand for logistics and cargo distribution services. In addition, Indonesia's geographical condition as an archipelagic country creates continuous demand for transportation and logistics services across regions. The rapid growth of online-based businesses and SMEs also provides significant market opportunities for logistics companies. Moreover, technological advancements and the development of Supply Chain Management (SCM) systems can help the company improve service quality and operational efficiency.

However, the company also faces several external threats. The most significant threat is the expansion of courier companies into cargo services, which obtained a weighted score of **0.54**. This condition intensifies competition within the logistics industry and may reduce the company's market share. Dependence on government policies and regulations also creates uncertainty for operational activities. Additionally, air transportation is highly vulnerable to weather changes, which may disrupt delivery schedules and service reliability. Rapid technological development also poses a challenge for companies that fail to adapt quickly to industry changes.

Overall, the EFE Matrix analysis shows that Amancare Logistic operates in an environment with strong growth opportunities but also faces intense competition and operational challenges. Therefore, the company must maximize market opportunities while improving adaptability, technological capabilities, and strategic competitiveness to maintain sustainable business growth. The total EFE score indicates that the company demonstrates relatively adequate capability in responding to external conditions, although several external threats require strategic anticipation.

4.3. Competitive Profile Matrix (CPM)

The Competitive Profile Matrix (CPM) constitutes one of the most important contributions of this research. Unlike many previous strategic management studies that primarily focus on IFE and EFE matrices, this research systematically integrates CPM into the input stage of David's strategic formulation framework.

The CPM analysis evaluates Amancare Logistic against major competitors based on several critical success factors, including service quality, pricing competitiveness, brand reputation, technology integration, operational flexibility, and customer responsiveness.

Table 4. Competitive Profile Matrix (CPM) of Amancare Logistic

Competitive Factors	Weight	Amancare Logistic	Weighted Score	Surya Kencana Logistik	Weighted Score	Chirmira Utama Logistik	Weighted Score
Service Quality	10%	3	0,30	3	0,30	3	0,30
Competitive Price	3%	3	0,09	3	0,09	3	0,09
Delivery Time	18%	3	0,54	3	0,54	3	0,54
Financial Position	25%	3	0,75	3	0,75	3	0,75
Management Sstem	5%	2	0,10	4	0,2	2	0,10
Corporate Image	10%	4	0,40	3	0,3	3	0,30
Port Centre & Agent Location	3%	3	0,09	4	0,12	3	0,09
Market Share	7%	3	0,21	3	0,21	3	0,21
Technology Implementation	15%	3	0,45	3	0,45	3	0,45
Human Resources	4%	2	0,08	4	0,16	2	0,08
Total Score	100%		3,01		3,12		2,91

Based on the Competitive Profile Matrix (CPM), Amancare Logistic obtained a total weighted score of **3.01**, while Surya Kencana Logistik achieved the highest score of **3.12**, and Chirmira Utama Logistik received **2.91**. These results indicate that Surya Kencana Logistik has a slightly stronger competitive position in the logistics industry compared to Amancare Logistic and Chirmira Utama Logistik.

Amancare Logistic demonstrates strong performance in several competitive factors, particularly in company image, where it achieved a weighted score of **0.40**, higher than both competitors. This indicates that the company has a relatively strong reputation and customer trust within the logistics market. The company also performs consistently in service quality, competitive pricing, delivery time, financial position, market share, and technology implementation, showing that it maintains balanced operational capabilities in the industry.

However, several areas still require improvement. The company received lower scores in management systems and human resources compared to Surya Kencana Logistik. In particular, the management system factor shows that Amancare Logistic still lacks managerial effectiveness and organizational efficiency. Similarly, the human resource factor indicates that workforce development and competency enhancement may still need further improvement to strengthen operational performance and innovation capability.

Surya Kencana Logistik achieved the highest overall score mainly due to its superior management system, stronger human resources, and better strategic port center and agent locations. These advantages provide stronger operational coordination and broader logistics network accessibility, which contribute positively to its competitiveness in the market.

Meanwhile, Chirmira Utama Logistik obtained the lowest total score among the three companies, although its performance remains relatively stable across most competitive factors. The company appears to have fewer competitive advantages in strategic management and organizational capability compared to the other competitors.

Overall, the CPM analysis indicates that Amancare Logistic is in a competitive position within the logistics industry, but it still faces strong competition from Surya Kencana Logistik. To improve its competitive advantage, Amancare Logistic should focus on strengthening its management system, enhancing human resource quality, and improving organizational efficiency while maintaining its strong corporate image and service performance.

The inclusion of CPM within the input stage provides several advantages:

1. CPM strengthens strategic objectivity because competitive positioning becomes part of the initial strategic evaluation process.
2. CPM improves the quality of strategic matching during SWOT, SPACE, and IE analyses because competitor conditions are already integrated into the strategic assessment.
3. CPM allows decision-makers to identify competitive gaps more systematically.

This research argues that strategic formulation without competitor-based analysis may produce internally strong but competitively weak strategies.

Therefore, integrating CPM directly into the input stage enhances strategic comprehensiveness and market orientation.

4.4. Internal-External (IE) Matrix Analysis

Based on the IFE score of **2.78** and the EFE score of **2.90**, Amancare Logistic is positioned in **Cell V** of the IE Matrix, indicating a **hold and maintain** strategy position. This position reflects moderate internal capabilities and a relatively favorable external environment.

The company demonstrates adequate strengths to compete in the logistics industry while responding reasonably well to external opportunities and threats. However, several internal aspects, particularly infrastructure, technology adoption, and management systems, still require improvement to enhance competitiveness.

Therefore, the most appropriate strategies for the company are market penetration and service development. These strategies can be implemented through strengthening promotional activities, improving digital marketing, adopting logistics technology, and enhancing service quality to support sustainable business growth.

4.5. Strength-Weakness-Opportunity-Threat (SWOT) Matrix Analysis

The SWOT analysis combines internal strengths and weaknesses with external opportunities and threats to generate alternative strategic options.

SO Strategy

SO strategy utilize company strengths to exploit market opportunities. The Strength–Opportunity (SO) strategy emphasizes the utilization of Amancare Logistic’s internal strengths to capture external market opportunities. The company’s experienced workforce, strong reputation, specialized logistics services, and good customer service system provide a solid foundation for business expansion and service improvement.

The first strategy focuses on enhancing employee skills and developing IT-based support systems to improve customer service quality. This strategy is highly relevant considering the rapid advancement of information technology, growing cargo market demand, and the expansion of online businesses. Technology integration can improve operational efficiency, responsiveness, and customer satisfaction.

The second strategy aims to establish a dedicated marketing team to support market expansion and increase market share. By leveraging operational experience and workforce competencies, the company can strengthen its competitive position and improve market penetration within the growing logistics industry.

The third strategy emphasizes collaboration with SMEs and online businesses, which represent a rapidly growing market segment. Strategic partnerships with online businesses can increase shipment volume and expand long-term business opportunities.

Finally, the cooperation strategy with hospitals for the transportation of deceased bodies utilizes the company's special shipping permits as a unique competitive advantage. This strategy enables the company to enter specialized logistics services with relatively lower competition and higher service differentiation.

Overall, the SO strategy indicate that the company should prioritize market expansion, technology integration, and strategic partnerships to maximize growth opportunities and strengthen its competitive advantage in the logistics industry.

ST Strategy

ST strategy utilizes strengths to reduce external threats. The Strength–Threat (ST) strategy is designed to utilize the internal strengths of Amancare Logistic in addressing external threats within the logistics industry. The company's workforce competency, operational experience, strong reputation, and specialized logistics services become important resources in maintaining competitiveness amid increasing industry challenges.

The first strategy focuses on developing human resources with stronger technological capabilities. This strategy is essential to respond to rapid technological changes and increasing competition within the logistics sector. Enhancing employee competencies in technology utilization can improve operational efficiency, service quality, and adaptability to industry developments.

The second strategy emphasizes expanding cooperation with other cargo companies to strengthen strategic partnerships and improve business sustainability. Through broader collaboration networks, the company can increase operational capacity, enhance market coverage, and maintain its competitive position against emerging competitors entering the cargo market.

The third strategy involves investment and business expansion into downstream logistics services. This strategy aims to reduce the competitive threat from courier companies that are gradually expanding into cargo services. By diversifying business operations and strengthening service integration, the company can improve market control and create additional sources of revenue.

Overall, the ST strategy indicate that the company should strengthen technological capabilities, strategic partnerships, and business diversification to minimize external threats and maintain long-term competitiveness in the logistics industry.

WO Strategy

WO strategy aims to minimize weaknesses while exploiting opportunities. The Weakness–Opportunity (WO) strategy is aimed at overcoming the internal weaknesses of Amancare Logistic by utilizing external growth opportunities in the logistics industry. The company faces several internal limitations, particularly in technology adoption, organizational structure, infrastructure, and information systems, which may hinder operational effectiveness and competitiveness.

The first strategy focuses on establishing an IT team to improve website content and develop integrated company systems based on current technology. This strategy is important to support digital transformation, improve reporting accuracy, strengthen customer communication, and respond to the rapid growth of online business activities.

The second strategy emphasizes restructuring the organizational system and clarifying job descriptions according to company needs. A clearer organizational structure can improve coordination, operational efficiency, and managerial effectiveness, enabling the company to respond more effectively to increasing logistics demand and market expansion opportunities.

The third strategy involves investment in infrastructure development to improve business process quality and operational performance. Strengthening infrastructure and

logistics technology is essential to support growing cargo demand, expand market share, and enhance the company's competitiveness within the logistics industry.

Overall, the WO strategy indicate that the company should prioritize organizational improvement, technological development, and infrastructure investment to maximize market opportunities and support sustainable business growth.

WT Strategy

WT strategy focus on minimizing weaknesses and avoiding threats. The Weakness–Threat (WT) strategy is defensive strategy aimed at minimizing the internal weaknesses and external threats faced by Amancare Logistic. This strategy is important to maintain business stability and reduce operational risks in an increasingly competitive logistics industry.

The first strategy focuses on improving the company's management system. This strategy is intended to address unclear strategic direction, manual reporting systems, and organizational inefficiencies while reducing risks related to government policies and unstable domestic conditions. A stronger management system can improve coordination, decision-making, and overall operational effectiveness.

The second strategy emphasizes infrastructure revitalization to support business processes and improve service quality. Enhancing infrastructure and logistics technology is essential to respond to rapid technological development, increasing competition, and operational challenges within the logistics sector. Improved infrastructure can also increase efficiency and reduce operational disruptions.

The third strategy involves optimizing land and sea transportation services to reduce dependence on air transportation, which is highly vulnerable to weather conditions. Business diversification across different transportation modes can improve operational flexibility, reduce risk exposure, and strengthen the company's competitiveness against other logistics providers.

Overall, the WT strategy indicate that the company should prioritize management improvement, infrastructure enhancement, and service diversification to minimize risks and maintain sustainable business performance in a dynamic logistics environment.

4.6. Strategic Position and Action Evaluation (SPACE) Matrix Analysis

The Strategic Position and Action Evaluation (SPACE) matrix was used to identify the strategic position of Amancare Logistic. Based on the SPACE Matrix analysis, Amancare Logistic obtained an X-axis value of **1.00** and a Y-axis value of **2.17**, indicating that the company is positioned in the **aggressive quadrant**. This position reflects that the company has relatively strong financial and industry conditions, enabling it to pursue growth-oriented strategies.

The Financial Position (FP) score of **4.25** indicates that the company has adequate financial capability, supported by stable cash positions, profitability, and operational funding capacity. Meanwhile, the Industry Position (IP) score of **5.00** shows that the logistics industry offers attractive growth opportunities, particularly due to increasing demand for cargo transportation and expanding market share.

However, the Competitive Position (CP) score of **–2.83** suggests that the company still faces limitations in technology mastery, human resource quality, pricing competitiveness, and service performance. In addition, the Stability Position (SP) score of **–3.25** indicates the presence of external uncertainties such as political conditions, government regulations, and intense market competition.

Despite these challenges, the aggressive position implies that the company has sufficient strength to expand its business and improve competitiveness. Therefore, the company should focus on market penetration, service development, technological enhancement, and strategic

partnerships to maximize growth opportunities and strengthen its position within the logistics industry.

Aggressive strategies suitable for this position include:

- market penetration,
- market development,
- strategic integration,
- service diversification,
- and product development.

The aggressive position is mainly influenced by growing logistics demand, expanding freight forwarding markets, and the company's operational flexibility. Nevertheless, maintaining aggressive growth requires improved technological capability, financial strengthening, and operational standardization.

4.7. Boston Consulting Group (BCG) Matrix Analysis

The Boston Consulting Group (BCG) matrix was utilized to evaluate the company's business portfolio position. Based on the results of the BCG Matrix analysis, Amancare Logistic is positioned between the **Star** and **Question Mark** quadrants. This indicates that the company operates in a market with high growth potential while maintaining a relatively competitive market position.

The position suggests that Amancare Logistic has strong opportunities for business growth and market expansion within the logistics industry. However, the company still requires continuous improvement in competitiveness, technology adoption, and operational capability to strengthen its market share and sustain long-term growth.

Therefore, the company is considered suitable for implementing **intensive strategies** and **integration strategies**. Intensive strategies may include market penetration, market development, and service development to increase competitiveness and expand market coverage. Meanwhile, integration strategies can be implemented through strengthening cooperation with business partners, expanding logistics networks, and improving operational coordination across the supply chain.

4.8. Grand Strategy (GS) Matrix Analysis

The Grand Strategy Matrix analysis demonstrates that Amancare Logistic operates in a rapidly growing market environment. Based on the Grand Strategy Matrix, Amancare Logistic is positioned in **Quadrant I**, which indicates a strong competitive position within a rapidly growing market. This position reflects that the company operates in an attractive industry with significant opportunities for expansion and business development.

The rapid growth of the logistics industry is driven by increasing cargo transportation demand, economic growth, and the expansion of online-based businesses and SMEs. In addition, the company possesses several competitive advantages, including operational experience, a recognized corporate reputation, and specialized logistics services.

Companies positioned in Quadrant I are generally encouraged to implement aggressive growth strategies. Therefore, Amancare Logistic should focus on market penetration, market development, and service development to strengthen its market position and improve competitiveness. Furthermore, technology enhancement and strategic partnerships are important to support operational efficiency and sustainable business growth.

Overall, the Grand Strategy Matrix indicates that the company has favorable conditions to pursue expansion-oriented strategies and strengthen its long-term position within the logistics industry.

Recommended strategic directions include:

- service expansion,

- market expansion,
- digital transformation,
- and strategic collaboration.

The logistics industry's growth trajectory supports expansion-oriented strategic planning.

4.9. Quantitative Strategic Planning Matrix (QSPM) Analysis

The Quantitative Strategic Planning Matrix (QSPM) was employed to determine the most attractive strategic alternatives. QSPM provides objective strategic prioritization by combining weighted strategic factors with alternative strategy attractiveness scores. Below is the table of the Total Attractive Score (TAS) calculation results.

Table 5. Quantitative Strategic Planning Matrix (QSPM) of Amancare Logistic

Key Success Factors	Market Penetration	Market Development	Forward Integration	Product Development
Internal Factor	2,8	1,99	2,19	2,33
External Factor	2,31	2,53	3,5	2,24
Total Attractive Score (TAS)	5,11	4,52	5,69	4,57

The analysis identified digital logistics integration as the highest-priority strategy. This finding demonstrates that technological capability has become a critical competitive factor in modern logistics industries.

The second priority strategy is specialized cargo service expansion. Since the company already possesses operational flexibility advantages, service specialization offers strong differentiation opportunities.

Strategic partnerships were identified as the third strategic priority. Partnerships enable the company to expand operational capability while minimizing capital-intensive investments. Customer relationship enhancement and human resource development also emerged as important strategic priorities.

The QSPM findings confirm that strategic competitiveness in the freight forwarding industry requires balanced improvement across operational, technological, customer, and organizational dimensions.

V. CONCLUSION AND RECOMMENDATION

This research proposed a hybrid strategic formulation framework integrating MCDM-AHP with Fred R. David's strategic management model.

The novelty of this research lies in integrating Competitive Profile Matrix (CPM) systematically within the input stage together with IFE and EFE matrices.

The findings demonstrate that the integrated framework improves strategic analysis quality by:

- increasing weighting objectivity,
- strengthening competitive positioning analysis,
- and enhancing strategic priority selection.

For Amancare Logistic, the recommended strategies include digital transformation, specialized logistics service development, strategic partnerships, and human resource enhancement.

The proposed framework can serve as a strategic decision-making model for freight forwarding and logistics companies operating in highly competitive environments.

DAFTAR PUSTAKA

- [1] Alazzawi, A., et al., "MCDM/A Based Design of Sustainable Logistics Corridors," *Procedia Manufacturing*, vol. 42, pp. 54–61, 2020.
- [2] Ali, S. S., Kaur, R., Ersöz, F., Altaf, B., Basu, A., & Weber, G.-W., "Measuring carbon performance for sustainable green supply chain practices: A developing country scenario," *Central European Journal of Operations Research*, vol. 28, no. 4, pp. 1389–1416, 2020, doi: 10.1007/s10100-020-00673-x.
- [3] Bag, S., Gupta, S., Kumar, A., & Sivarajah, U., "Role of technological dimensions of green supply chain management practices on firm performance," *Journal of Enterprise Information Management*, vol. 34, no. 1, pp. 1–27, 2021, doi: 10.1108/JEIM-01-2020-0010.
- [4] Baryannis, G., Validi, S., Dani, S., & Antoniou, G., "Supply chain risk management and artificial intelligence: State of the art and future research directions," *International Journal of Production Research*, vol. 57, no. 7, pp. 2179–2202, 2019, doi: 10.1080/00207543.2018.1530476.
- [5] Belhadi, A., Kamble, S., Jabbour, C. J. C., Gunasekaran, A., Ndubisi, N. O., & Venkatesh, M., "Manufacturing and service supply chain resilience to the COVID-19 outbreak," *Technological Forecasting and Social Change*, vol. 163, p. 120447, 2021, doi: 10.1016/j.techfore.2020.120447.
- [6] Büyüközkan, G., & Göçer, F., "Digital supply chain: Literature review and a proposed framework for future research," *Computers in Industry*, vol. 97, pp. 157–177, 2018.
- [7] Choi, T. M., "Risk analysis in logistics systems: A research agenda during and after the COVID-19 pandemic," *Transportation Research Part E: Logistics and Transportation Review*, vol. 145, p. 102190, 2021, doi: 10.1016/j.tre.2020.102190.
- [8] Christopher, M., *Logistics and Supply Chain Management*, 5th ed. London, U.K.: Pearson, 2016.
- [9] Chu-Ting Hsu, & Hsiu-Hao Liu, "Evaluating critical success factors and their causal relationships in ocean freight forwarding using service quality assessment," *Journal of Marine Science and Engineering*, vol. 12, no. 2, 2024.
- [10] David, F. R., *Strategic Management: Concepts and Cases*, 13th ed. New York, NY, USA: Pearson Education, 2011.
- [11] David, F. R., David, F. R., & David, M. E., *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*, 16th ed. New York, NY, USA: Pearson, 2020.
- [12] Dolgui, A., Ivanov, D., & Sokolov, B., "Reconfigurable supply chain: The X-network," *International Journal of Production Research*, vol. 58, no. 13, pp. 4138–4163, 2020, doi: 10.1080/00207543.2020.1774679.
- [13] Frederico, G. F., Garza-Reyes, J. A., Kumar, V., & Kumar, A., "Performance measurement for supply chains in the Industry 4.0 era," *International Journal of Productivity and Performance Management*, vol. 70, no. 4, pp. 789–807, 2020, doi: 10.1108/IJPPM-08-2019-0400.
- [14] Gokulananda Patel, "Integrations and applications of analytic hierarchy process with data envelopment analysis – A literature review," *International Journal of Industrial Engineering and Operations Management*, vol. 1, no. 1, 2019.
- [15] Grant, R. M., *Contemporary Strategy Analysis*, 10th ed. Hoboken, NJ, USA: Wiley, 2019.
- [16] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E., *Multivariate Data Analysis*, 8th ed. Hampshire, U.K.: Cengage Learning, 2019.
- [17] Heizer, J., Render, B., & Munson, C., *Operations Management: Sustainability and Supply Chain Management*, 12th ed. Boston, MA, USA: Pearson, 2017.
- [18] Hitt, M. A., Ireland, R. D., & Hoskisson, R. E., *Strategic Management: Competitiveness and Globalization*, 12th ed. Boston, MA, USA: Cengage Learning, 2017.

-
- [19] Ivanov, D., "Supply chain viability and the COVID-19 pandemic," *International Journal of Production Research*, vol. 59, no. 12, pp. 3535–3552, 2021, doi: 10.1080/00207543.2021.1890852.
- [20] Ivanov, D., & Dolgui, A., "Viability of intertwined supply networks," *International Journal of Production Research*, vol. 58, no. 10, pp. 2904–2915, 2020, doi: 10.1080/00207543.2020.1750727.
- [21] Khan, S. A. R., et al., "Multi-criteria decision-making methods application in supply chain management," *International Journal of Advanced Operations Management*, vol. 10, no. 1, pp. 1–24, 2018.
- [22] Kotler, P., & Keller, K. L., *Marketing Management*, 15th ed. London, U.K.: Pearson, 2016.
- [23] Kumar, A., Liu, R., & Shan, Z., "Is blockchain a silver bullet for supply chain management?" *Decision Sciences*, vol. 51, no. 1, pp. 8–37, 2020, doi: 10.1111/deci.12396.
- [24] Le, T. V., & Fan, R., "Digital twins for logistics and supply chain systems," *Computers & Industrial Engineering*, vol. 185, p. 109660, 2023, doi: 10.1016/j.cie.2023.109660.
- [25] Luthra, S., Govindan, K., & Mangla, S. K., "Structural model for sustainable consumption and production adoption in supply chains," *Resources, Conservation and Recycling*, vol. 128, pp. 273–286, 2017.
- [26] Min, H., "Blockchain technology for enhancing supply chain resilience," *Business Horizons*, vol. 62, no. 1, pp. 35–45, 2019, doi: 10.1016/j.bushor.2018.08.012.
- [27] Mohsen, B. M., Alkaabi, A., Alshamsi, A., Almarzooqi, M., & Alnuaimi, M., "Multi-criteria decision system for the selection of a freight forwarder using AHP," *Procedia Computer Science*, vol. 220, pp. 1310–1317, 2023, doi: 10.1016/j.procs.2023.01.167.
- [28] Pearce, J. A., & Robinson, R. B., *Strategic Management: Formulation, Implementation and Control*, 12th ed. New York, NY, USA: McGraw-Hill, 2011.
- [29] Porter, M. E., "The five competitive forces that shape strategy," *Harvard Business Review*, vol. 86, no. 1, pp. 78–93, 2008.
- [30] Pramita, N. U., & Wirawan, A., "Vendor performance evaluation using analytical hierarchy process (AHP)," *JATI UNIK*, vol. 2, no. 2, pp. 113–122, 2019.
- [31] Queiroz, M. M., & Wamba, S. F., "Blockchain adoption challenges in supply chain management," *International Journal of Information Management*, vol. 52, p. 102099, 2021, doi: 10.1016/j.ijinfomgt.2019.102099.
- [32] Saaty, T. L., *Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process*. Pittsburgh, PA, USA: RWS Publications, 2000.
- [33] Saaty, T. L., *Theory and Applications of the Analytic Network Process*. Pittsburgh, PA, USA: RWS Publications, 2005.
- [34] Saaty, T. L., "Decision making with the analytic hierarchy process," *International Journal of Services Sciences*, vol. 1, no. 1, pp. 83–98, 2008, doi: 10.1504/IJSSCI.2008.017590.
- [35] Saberi, S., Kouhizadeh, M., Sarkis, J., & Shen, L., "Blockchain technology and its relationships to sustainable supply chain management," *International Journal of Production Research*, vol. 57, no. 7, pp. 2117–2135, 2019, doi: 10.1080/00207543.2018.1533261.
- [36] Tavana, M., Shaabani, A., & Di Caprio, D., "An integrated fuzzy MCDM model for supplier evaluation and selection in supply chains," *Expert Systems with Applications*, vol. 54, pp. 216–227, 2016.
- [37] Wieland, A., "Dancing the supply chain: Toward transformative supply chain management," *Supply Chain Management*, vol. 26, no. 1, pp. 58–73, 2021, doi: 10.1108/SCM-07-2020-0350.
- [38] Wieland, A., & Durach, C. F., "Two perspectives on supply chain resilience," *Journal of Business Logistics*, vol. 42, no. 3, pp. 315–322, 2021, doi: 10.1111/jbl.12271.
-

[39] Wulan, A., & Hendrawan, B., “Analisis pemilihan jasa forwarder dengan menggunakan metode analytical hierarchy process (AHP) di PT XYZ,” *Journal of Applied Business Administration*, vol. 2, no. 2, pp. 294–306, 2018.

[40] Yusianto, R., et al., “Enhancing logistics transparency in agro-industry with trust-based MCDM,” *Operations and Supply Chain Management*, vol. 18, no. 2, 2025.