ABSTRACT

The heavy equipment industry in Indonesia faces significant challenges due to commodity price fluctuations, global competition, and dependency on foreign principals. As a market leader, PT United Tractors Tbk needs to formulate strategies that not only ensure business sustainability but also strengthen resilience against external dynamics. This study aims to analyze the internal and external conditions of PT United Tractors Tbk and determine priority strategies using a strategic management approach. A qualitative case study method was employed, collecting data through in-depth interviews with internal and external stakeholders and triangulating with secondary documents. The analysis utilized SWOT, IFE–EFE Matrices, the IE Matrix, and QSPM. The results show that the company's IFE score is 2.64 and EFE score is 2.52, placing it in Quadrant V (Hold and Maintain) of the IE Matrix. Based on the QSPM analysis, the strategies of enhancing digital adoption in regional areas and diversifying products to reduce dependency on a single supplier obtained the highest Total Attractiveness Score (TAS = 3.54), followed by using ERP and monitoring systems to respond to fluctuating demand (TAS = 3.44). Other strategies include leveraging the national distribution network to capture IKN and outside-Java projects (TAS = 3.00) and utilizing reputation and technology to support green solutions (TAS = 3.20).These findings highlight the need to prioritize strengthening digital capabilities and product diversification, while maintaining market penetration in national strategic projects and developing sustainable solutions.

Keywords*: PT United Tractors Tbk, SWOT, IFE, EFE, IE, QSPM, business strategy, heavy equipment industry.*