



FROM LEGACY INFRASTRUCTURE TO DIGITAL GROWTH: AN INTEGRATED SWOT ANALYSIS OF PT POS INDONESIA'S JOMBANG BRANCH

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Abstract

Introduction: Indonesia's courier and logistics market is being reshaped by e-commerce growth, digitalization, automation, and rising customer expectations, creating strategic challenges for incumbent postal organizations. This study evaluates the strategic position of PT Pos Indonesia's Jombang Branch and formulates branch-level development priorities through an integrated SWOT process.

Methods: A descriptive qualitative case-study design was employed using direct observation, semi-structured interviews, organizational documentation, and relevant literature. Internal and external factors were analyzed through Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, followed by SWOT positioning and a TOWS-style strategy matrix. Triangulation and informant cross-checking enhanced credibility.

Results: The branch recorded IFE and EFE scores of 3.22 and 2.79, respectively. Strengths exceeded weaknesses by 1.48, while opportunities exceeded threats by 1.13, positioning the branch in Quadrant I. Key strengths were institutional reputation and nationwide service coverage, while e-commerce growth and digital technology represented major opportunities. Priority strategies include digital service expansion, marketplace and SME partnerships, workforce development, process simplification, and customer-focused innovation.

Discussion: Legacy assets create strategic value when transformed into adaptive capabilities. Integrating SWOT with resource-based and dynamic-capabilities perspectives demonstrates how institutional strengths can support growth through digital adaptation and ecosystem collaboration.

Keywords: SWOT analysis; strategic management; dynamic capabilities; logistics; digital transformation; PT Pos Indonesia

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A. INTRODUCTION

Logistics has moved from a supporting operational function to a central infrastructure of the digital economy. The growth of e-commerce, platform-based transactions, real-time tracking, and data-intensive fulfilment has altered how customers assess delivery services. Reliability is no longer judged only by whether an item reaches its destination; it is increasingly evaluated through speed, visibility, accessibility, responsiveness, payment integration, and the quality of the overall service journey. Recent research on supply-chain digitalization shows that digital technologies can improve operational visibility, coordination, and performance, but their benefits depend on organizational integration rather than isolated technological acquisition (Deepu & Ravi, 2023; Hanelt et al., 2021; Le & Fan, 2024). For postal and courier organizations, this transformation intensifies competition while simultaneously creating new markets for parcel delivery, digital financial services, last-mile solutions, and services for micro, small, and medium-sized enterprises (MSMEs).

Indonesia reflects this structural transition. Official statistical publications now treat warehousing, expedition, and courier services as a strategically important sector requiring dedicated production, revenue, cost, and enterprise-profile data for policy and business planning (BPS-Statistics Indonesia, 2025). E-commerce growth has expanded the volume and variety of delivery needs, while digital marketplaces have raised expectations for transparent, rapid, and integrated fulfilment. At the same time, private courier firms and technology-oriented logistics providers compete through flexible operating models, mobile applications, algorithmic routing, aggressive pricing, and highly visible customer interfaces. The competitive issue is therefore not simply whether a postal organization possesses infrastructure, but whether it can mobilize that infrastructure with sufficient speed, technological sophistication, and market responsiveness.

PT Pos Indonesia occupies an unusual position within this environment. As a long-established state-owned enterprise, it possesses institutional legitimacy, a recognizable corporate identity, extensive physical assets, and a service network that is difficult for new entrants to reproduce. Its 2024 annual report confirms the continuing strategic importance of organizational transformation and integrated postal, logistics, and financial services within the company's development agenda (PT Pos Indonesia [Persero], 2025). These characteristics suggest a strong resource base. Nevertheless, incumbency may also generate bureaucratic procedures, path dependence, fragmented systems, and slower decision processes. The same organizational history that creates trust and reach can therefore become a source of rigidity when market conditions demand experimentation and rapid reconfiguration.

This tension is particularly important at the branch level. Corporate strategies are often formulated centrally, but customers experience the organization through local offices, service counters, couriers, partner agents, and regional operational processes. Branches translate corporate policies into concrete service outcomes and must respond to local competitors, customer preferences, MSME ecosystems, infrastructure constraints, and workforce conditions. A strategy that is appropriate at headquarters may not automatically address the operational realities of a particular branch. Branch-level strategic diagnosis is therefore essential for identifying which corporate resources are locally valuable, which weaknesses restrict execution, and which opportunities can be captured through context-sensitive initiatives.

Existing studies on PT Pos Indonesia have generated useful but fragmented insights. Ayu (2024), Fatikasari and Mutiarni (2025) emphasizes the need for sustained marketing and digital innovation to counter the perception of the organization as conventional and slow. Damayani et al. (2023), Anggraeni and Mutiarni (2025) identify an aggressive or strength-opportunity orientation in their analysis of service excellence, while Kesuma and Sutjipto (2024), combine SWOT analysis with the Business Model Canvas to formulate competitive initiatives for courier and logistics revenue. These studies confirm the relevance of strategic renewal, service quality, and business-model adaptation. However, much of the existing work focuses on corporate marketing, service programs, or broad business-model redesign. Less attention has been given to a sequential branch-level analysis that quantitatively organizes internal and external factors before translating them into a coherent strategic portfolio.

The methodological problem is equally significant. SWOT remains one of the most widely used tools in strategic planning because it offers an intuitive language for connecting internal conditions with external developments (Gürel & Tat, 2017; Helms & Nixon, 2010). Yet conventional SWOT exercises are frequently criticized for producing long, unprioritized lists, ambiguous categories, and descriptive recommendations that are weakly connected to evidence (Hill & Westbrook, 1997). A rigorous application therefore requires explicit factor selection, weighting, rating, and logical movement from diagnosis to strategy. Integrating IFE and EFE matrices with quadrant analysis can reduce, although not eliminate, the subjectivity of SWOT by making judgments transparent and comparable (David et al., 2020).

This study addresses these contextual and methodological gaps by analyzing PT Pos Indonesia's Jombang Branch through a structured sequence: identification of internal and external factors, IFE and EFE scoring, quadrant positioning, and formulation of SO, WO, ST, and WT alternatives. The analysis is theoretically informed by the resource-based view (RBV) and dynamic-capabilities perspective. RBV explains why trusted reputation, network coverage, diversified services, and physical assets may constitute strategically valuable resources (Barney, 1991; Wernerfelt, 1984). Dynamic-capabilities theory explains why those resources are insufficient unless the organization can sense technological and market changes, seize emerging opportunities, and reconfigure routines, skills, and systems (Teece, 2018; Teece et al., 2016).

The study makes three contributions. First, it provides a branch-level account of strategic positioning in a state-owned logistics organization, a level of analysis that is often obscured by corporate-wide studies. Second, it strengthens the analytical use of SWOT by linking weighted internal and external evaluation to explicit strategic priorities rather than treating the matrix as a stand-alone descriptive device. Third, it connects legacy organizational resources with adaptive capability requirements, showing that network reach and legitimacy become sources of sustainable advantage only when they are mobilized through digital integration, workforce development, process agility, and ecosystem partnerships. Accordingly, the study asks: What is the strategic position of PT Pos Indonesia's Jombang Branch, and which growth strategies are most appropriate given its internal capabilities and external environment?

B. LITERATURE REVIEW AND ANALYTICAL FRAMEWORK

B.1. Strategic Management in Digitally Transforming Logistics

Strategic management concerns the formulation, implementation, and evaluation of decisions that align organizational capabilities with external conditions over time

(David et al., 2020). In relatively stable markets, efficiency improvements and incremental planning may be sufficient. In digitally transforming sectors, however, strategy must also address discontinuity, ecosystem dependence, and rapidly changing customer expectations. Digital transformation is not merely the adoption of new information systems; it involves substantial changes in value creation, organizational structures, capabilities, and relationships with external actors (Hanelt et al., 2021). Logistics organizations therefore need strategies that connect technological investment with process redesign, data governance, human-resource capability, customer experience, and partner integration.

Supply-chain digitalization research identifies automation, analytics, digital platforms, Internet-of-Things technologies, and integrated information flows as important enablers of visibility, responsiveness, and coordination (Deepu & Ravi, 2023; Le & Fan, 2024). Nevertheless, the strategic value of these technologies is contingent. An organization may acquire software without simplifying approval procedures, train employees without redesigning roles, or launch digital channels without integrating back-office operations. In such cases, digitization can reproduce existing inefficiencies in electronic form. Effective transformation requires alignment between technology, routines, decision rights, skills, and customer-facing processes.

For incumbent postal organizations, the challenge is intensified by the need to balance commercial competitiveness with broad service obligations and geographically dispersed operations. Their physical reach, public recognition, and established infrastructure may remain strategically valuable, but these resources also generate complexity. Competitive strategy must therefore combine exploitation of legacy assets with exploration of new services and operating models. This dual requirement provides the theoretical basis for examining the branch's strengths and weaknesses not as fixed attributes, but as resources whose value depends on deployment and adaptation.

B.2. Resource-Based View and Dynamic Capabilities

The resource-based view argues that differences in organizational resources help explain persistent performance differences among firms. Resources can support sustained competitive advantage when they are valuable, relatively rare, difficult to imitate, and not easily substituted (Barney, 1991). Wernerfelt (1984) similarly shifts strategic attention from products to resource positions, emphasizing that organizational assets can create barriers and strategic options. In the present case, PT Pos Indonesia's extensive network, corporate legitimacy, diversified service portfolio, and physical infrastructure may constitute resources that private entrants cannot reproduce quickly or economically.

However, RBV alone does not fully explain performance under technological turbulence. Resources can lose value when customer preferences, technologies, or competitive architectures change. Dynamic capabilities address this limitation by focusing on an organization's capacity to sense opportunities and threats, seize opportunities through investment and business-model decisions, and transform or reconfigure its asset base (Teece, 2018). Organizational agility is therefore not constant movement, but the calibrated capacity to respond effectively to uncertainty (Teece et al., 2016). For a postal branch, sensing may involve identifying local e-commerce and MSME demand; seizing may involve developing partnerships, digital services, and targeted offerings; reconfiguring may involve simplifying procedures, upgrading employee skills, integrating systems, and redesigning service processes.

The combined RBV-dynamic-capabilities perspective is especially relevant to state-owned incumbents. Institutional trust and infrastructure create a strong starting position, yet sustainable advantage depends on converting those resources into superior customer value. Reputation must be reinforced by reliability; network reach must be integrated with digital visibility; service diversity must be packaged into coherent solutions; and physical assets must support, rather than impede, flexible operations. This theoretical integration informs the interpretation of the IFE and EFE results and prevents the analysis from equating the mere possession of assets with competitive strength.

B.3. SWOT as a Structured Strategy-Formulation Process

SWOT analysis organizes strategic information into strengths, weaknesses, opportunities, and threats. Strengths and weaknesses concern internal attributes that facilitate or constrain strategic action, whereas opportunities and threats arise from the external environment. Its continuing popularity derives from conceptual accessibility and its capacity to connect environmental scanning with strategy formulation (Gürel & Tat, 2017; Helms & Nixon, 2010). The TOWS logic extends this diagnostic function by matching internal and external conditions into four strategic families: SO strategies use strengths to exploit opportunities; WO strategies use opportunities to overcome weaknesses; ST strategies use strengths to mitigate threats; and WT strategies reduce vulnerability where weaknesses and threats intersect.

The simplicity of SWOT also creates risk. Hill and Westbrook (1997) show that poorly executed SWOT exercises often produce general statements, excessive factor lists, and no prioritization or verification. Such weaknesses can create the appearance of analysis without a defensible decision process. To improve rigor, the current study uses weighted matrices. Each factor receives a weight reflecting relative strategic importance and a rating reflecting the organization's response or condition. Weighted scores make assumptions visible and enable the internal and external positions to be summarized. The quadrant is then derived from the difference between total strengths and weaknesses and between total opportunities and threats, following the analytical procedure used in the source study and Rangkuti's SWOT framework (Rangkuti, 2003).

The integration does not eliminate managerial judgment. Weights and ratings remain interpretive, particularly in qualitative case research. Their value lies in disciplined transparency: decision makers can examine why a factor was included, how important it was considered, and how strongly the organization performs against it. The matrices should therefore be understood as structured sense-making devices rather than mathematically objective measures. Their credibility depends on data triangulation, informed participants, consistency checks, and a clear relationship between scores and strategic recommendations.

B.4. Research Gap and Analytical Proposition

Prior studies establish that PT Pos Indonesia requires continued innovation, digitalization, and service differentiation, yet they provide limited evidence on how these requirements interact at the branch level. The present study proposes that a favorable branch-level SWOT position will not automatically produce growth. Growth becomes strategically plausible when valuable legacy resources are paired with dynamic capabilities that address identified weaknesses. Thus, the analytical proposition is that PT Pos Indonesia's Jombang Branch can pursue an aggressive growth orientation only if digital transformation, employee capability development, process simplification, and

partnership formation are treated as mechanisms for mobilizing its network and reputation rather than as separate improvement projects.

C. RESEARCH METHOD

This study employed a descriptive qualitative case-study design to formulate competitive strategies for PT Pos Indonesia's Jombang Branch. A qualitative approach was appropriate because the research objective required contextual interpretation of organizational resources, operating constraints, market opportunities, and competitive threats. The unit of analysis was the branch's strategic condition rather than individual employee attitudes. The analysis focused on how internal organizational factors and external environmental developments shaped the branch's strategic options.

Data were collected through direct observation, semi-structured interviews, organizational documentation, and literature review. The source research identifies the branch manager and managerial personnel responsible for operations and business development as key informants. Informants were selected purposively because their formal roles provided access to strategic and operational knowledge. Secondary evidence included internal records, organizational documents, official publications, and academic studies relevant to logistics transformation, strategic management, and PT Pos Indonesia. The use of multiple evidence sources was intended to reduce reliance on any single managerial perception.

The analytical process comprised four stages. First, interview, observation, and documentary evidence were reviewed to identify recurring internal strengths and weaknesses and external opportunities and threats. Factors were retained when they were strategically relevant, supported by more than one source, and sufficiently distinct from other factors. Second, the internal factors were organized in an IFE matrix and the external factors in an EFE matrix. Relative weights summed to 1.00 in each matrix. Ratings were then assigned in accordance with the evaluation logic used in the source study, and weighted scores were calculated by multiplying each weight by its rating.

Third, the strategic coordinates were calculated by subtracting the total weakness score from the total strength score and the total threat score from the total opportunity score. The resulting coordinates were used to locate the branch within the four-quadrant SWOT diagram. A positive internal and positive external coordinate indicates Quadrant I, conventionally associated with growth-oriented or aggressive strategy. Fourth, the identified factors were cross-matched in a SWOT matrix to generate SO, WO, ST, and WT strategies. Strategic alternatives were evaluated for consistency with the numerical position, relevance to branch conditions, and feasibility within the broader transformation of PT Pos Indonesia.

Credibility was strengthened through source triangulation, comparison of interview statements with observations and documents, and cross-checking of factor interpretations among knowledgeable informants. The analysis also maintained an audit-oriented structure by retaining the weights, ratings, calculations, and factor-strategy linkages in tabular form. Nevertheless, the matrices remain dependent on managerial judgment and should be interpreted as a structured synthesis of case evidence rather than a statistically generalizable measurement of organizational performance.

D. RESULTS AND DISCUSSION

D.1. Internal Strategic Factors

The internal analysis identified four principal strengths and four principal weaknesses. The branch's strongest resource was its trusted reputation as part of a state-owned enterprise, which received a weighted score of 0.96. This result indicates that institutional credibility remains central to customer acceptance and partner confidence. The second-highest contribution came from the nationwide service network, with a weighted score of 0.88. The network creates geographic reach and supports service accessibility beyond the local branch, allowing the organization to connect branch-level transactions to a national infrastructure.

The diversified portfolio of logistics, financial, and postal services contributed a weighted score of 0.33. Although lower than reputation and network reach, service diversity provides cross-selling potential and reduces dependence on conventional mail. Physical infrastructure and assets contributed 0.18. Their comparatively modest score suggests that assets create value only when effectively utilized, technologically connected, and aligned with current demand. Collectively, the strengths produced a score of 2.35.

The principal weaknesses were a bureaucratic organizational structure, uneven employee competencies, limited technological adaptability, and operational inefficiency accompanied by insufficient innovation. Bureaucratic structure generated the highest weakness contribution at 0.30, followed by operational inefficiency and limited innovation at 0.27. These findings indicate that procedural rigidity and slow process improvement may restrict the branch's ability to translate corporate resources into rapid customer value. Uneven competencies scored 0.16, while limited technological adaptability scored 0.14. Although their individual weighted contributions were smaller, they are strategically interconnected because digital transformation depends on employee capability, learning, and willingness to modify routines.

The total IFE score was 3.22. Within the logic of the applied matrix, this score indicates a strong internal position. More importantly, the difference between strengths and weaknesses was positive at 1.48. The branch therefore possesses a substantial resource platform for development, but the composition of the scores reveals a conversion problem: the strongest advantages are inherited or accumulated assets, whereas the weaknesses concern execution, adaptability, and organizational process.

Table 1. Internal Factor Evaluation (IFE) Matrix

Internal factors	Weight	Rating	Weighted score
Strengths			
Extensive nationwide service network	0.22	4	0.88
Trusted reputation as a state-owned enterprise	0.24	4	0.96
Diversified logistics, financial, and postal services	0.11	3	0.33
Extensive physical infrastructure and assets	0.09	2	0.18
Total strength score			2.35
Weaknesses			
Bureaucratic organizational structure	0.10	3	0.30
Uneven employee competencies	0.08	2	0.16
Limited technological adaptability	0.07	2	0.14
Operational inefficiency and limited innovation	0.09	3	0.27
Total weakness score			0.87
Total IFE score	1.00		3.22

Source: Processed from the research data supplied in the source manuscript.

D.2. External Strategic Factors

The external analysis identified e-commerce growth and digital technology as the two most influential opportunities. Rapid e-commerce expansion received a weighted score of 0.80, reflecting the increased demand for parcel movement, fulfilment support, return logistics, and last-mile delivery. Digital technology and automation received 0.72, indicating opportunities to improve tracking, routing, service integration, productivity, and customer communication. Partnerships with marketplaces and MSMEs contributed 0.24, while the expansion of digital financial services contributed 0.20. Together, opportunities generated a total score of 1.96.

The branch also faces material threats. Competition from private logistics companies was identified as the most strategically significant threat, even though its low response rating produced a weighted score of 0.15. Technological disruption contributed 0.24, declining demand for traditional postal services contributed 0.14, and rising customer expectations contributed 0.30. The latter was the largest weighted threat because customers increasingly demand faster service, real-time information, transparent pricing, multiple payment options, and responsive complaint resolution. Total threats amounted to 0.83.

The EFE score was 2.79, indicating that the branch is reasonably positioned to respond to external conditions. The opportunity-threat difference was positive at 1.13. The external environment is therefore favorable, but not benign. Opportunities are concentrated in precisely the domains where the branch's internal weaknesses are most visible: digital technology, organizational agility, employee capability, and process efficiency. The central strategic challenge is thus to prevent a favorable market from being captured predominantly by more agile competitors.

Table 2. External Factor Evaluation (EFE) Matrix

External factors	Weight	Rating	Weighted score
Opportunities			
Rapid growth of e-commerce	0.20	4	0.80
Development of digital technology and automation	0.18	4	0.72
Strategic partnerships with marketplaces and MSMEs	0.12	2	0.24
Expansion of digital financial services	0.10	2	0.20
Total opportunity score			1.96
Threats			
Competition from private logistics companies	0.15	1	0.15
Technological disruption	0.08	3	0.24
Declining traditional postal demand	0.07	2	0.14
Increasing customer expectations	0.10	3	0.30
Total threat score			0.83
Total EFE score	1.00		2.79

Source: Processed from the research data supplied in the source manuscript.

D.3 SWOT Quadrant Position

The internal coordinate was calculated as 2.35 minus 0.87, producing 1.48. The external coordinate was calculated as 1.96 minus 0.83, producing 1.13. The branch is therefore positioned at (1.48, 1.13) in Quadrant I. This quadrant indicates that strengths exceed weaknesses and opportunities exceed threats. In strategic terms, the branch has a defensible basis for growth rather than retrenchment. The result is consistent with earlier PT Pos Indonesia studies that recommend strength-opportunity strategies and

continuing transformation (Ayu, 2024; Damayani et al., 2023; Kesuma & Sutjipto, 2024).

Quadrant I should not be interpreted as evidence that all current practices are effective. It indicates a favorable relationship among the selected factors, not guaranteed performance. The growth orientation is conditional on the branch's ability to use its network and reputation to capture digital demand. An aggressive strategy that merely increases service volume without improving technology, processes, and employee capability could amplify operational problems. Accordingly, the quadrant provides a directional mandate for investment and expansion, while the SWOT matrix specifies the organizational changes required to make growth sustainable.

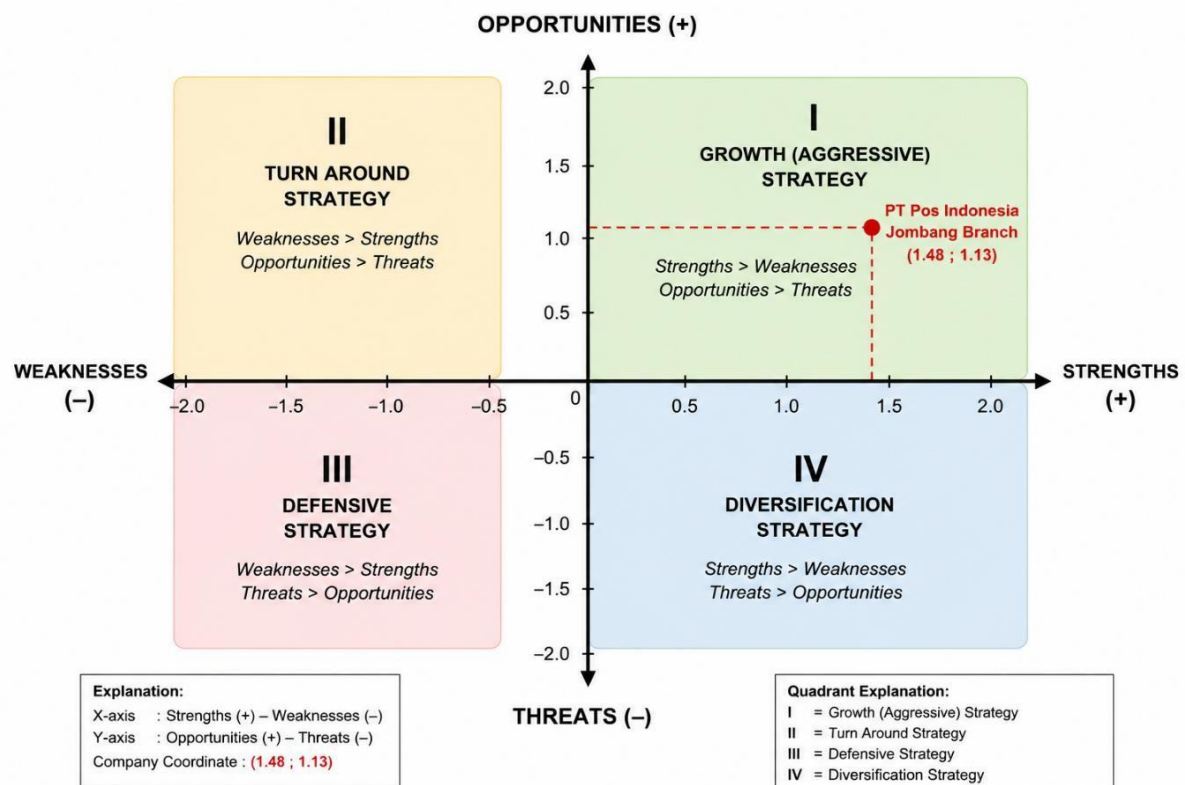


Figure 1. SWOT quadrant position of PT Pos Indonesia Jombang Branch.

Source: Authors' visualization based on the IFE and EFE scores in the source manuscript.

D.4 Strategic Alternatives

The SO strategies use the branch's strongest assets to capture the most attractive opportunities. The first priority is to expand e-commerce logistics services by combining nationwide reach with locally responsive customer acquisition. The branch can position itself as an integrated logistics partner for regional MSMEs and online sellers rather than only as a transactional parcel counter. The second priority is to strengthen digital financial services and connect them with logistics transactions, thereby leveraging service diversity. The third priority is to develop structured partnerships with marketplaces, MSME associations, government programs, educational institutions, and local business communities. The fourth is to optimize network utilization through service-point integration, agent development, and improved coordination between physical and digital channels.

WO strategies address capability gaps that could prevent opportunity capture. Digital transformation should be accelerated through system integration, real-time service information, data-supported decision making, and simplified customer interfaces. Employee competencies should be developed in digital operations, consultative selling, service recovery, partnership management, and performance analytics. Bureaucratic procedures should be reviewed to shorten approval and response times at branch level, while operational workflows should be redesigned to reduce duplication, handoff delays, and inconsistent service execution.

ST strategies use reputation, reach, and service diversity to respond to competitive threats. Service quality and reliability should be treated as the primary basis of differentiation rather than price competition alone. The branch should communicate the value of institutional trust, broad accessibility, and integrated services, but these promises must be supported by measurable delivery performance and transparent complaint resolution. Customer satisfaction mechanisms should be strengthened through proactive status communication, accessible support, and systematic analysis of service failures.

WT strategies reduce exposure where internal weakness meets external pressure. Information systems should be modernized and integrated to reduce fragmented work. Innovation routines should be institutionalized through regular review of customer feedback, competitor practices, and operational bottlenecks. Organizational agility should be improved by clarifying decision rights and enabling faster local responses within corporate governance boundaries. Finally, the branch should develop adaptation plans for continued decline in traditional mail, including workforce reskilling and migration toward logistics, digital finance, and partnership-based services.

Table 3. Integrated SWOT Strategy Matrix

	Opportunities (O)	Threats (T)
Strengths (S)	SO strategies 1. Expand e-commerce logistics services. 2. Strengthen integrated digital financial services. 3. Develop partnerships with marketplaces, MSMEs, and institutions. 4. Optimize the nationwide network and local service points.	ST strategies 1. Differentiate through reliability and service quality. 2. Use institutional trust to reduce customer risk. 3. Integrate service offerings for priority segments. 4. Strengthen customer satisfaction and complaint resolution.
Weaknesses (W)	WO strategies 1. Accelerate digital integration and automation. 2. Upgrade employee digital and commercial capabilities. 3. Simplify bureaucratic procedures. 4. Redesign workflows for operational efficiency.	WT strategies 1. Modernize fragmented information systems. 2. Institutionalize innovation and continuous improvement. 3. Clarify local decision rights to increase agility. 4. Reskill employees for declining and emerging services.

Source: Developed from the IFE, EFE, quadrant, and qualitative evidence.

D.5 DISCUSSION

D.5.1 Legacy Resources as a Platform, Not a Guarantee

The most important theoretical insight is that PT Pos Indonesia's legacy assets remain strategically valuable but are not self-executing. Reputation and nationwide reach dominate the IFE matrix, confirming the RBV proposition that historically accumulated resources can create a distinctive position (Barney, 1991; Wernerfelt, 1984). A trusted state-owned-enterprise identity may reduce perceived transaction risk, while an extensive network can support access and coverage that are costly for competitors to replicate. However, the relatively low contribution of physical infrastructure indicates that asset possession and asset productivity are different. Buildings, counters, vehicles, and network nodes generate advantage only when connected to reliable processes, relevant services, and digital visibility.

This distinction helps explain why incumbent organizations may simultaneously appear strong and vulnerable. Their resource base creates strategic potential, but legacy routines can slow resource deployment. The branch's weaknesses are not primarily an absence of assets; they concern the organizational mechanisms through which assets are coordinated. Bureaucracy, uneven competencies, limited technological adaptability, and operational inefficiency weaken the conversion of resources into customer value. In RBV terms, the problem is not whether the resources are valuable in the abstract, but whether the organization is configured to exploit them.

D.5.2 Digital Transformation as Capability Reconfiguration

The opportunity structure reinforces a dynamic-capabilities interpretation. E-commerce growth and digital technology are external opportunities, yet capturing them requires internal sensing, seizing, and transforming capabilities. The branch must sense local demand patterns among online sellers, MSMEs, institutions, and consumers. It must seize opportunities through service design, digital-financial integration, partnership agreements, and targeted resource allocation. It must transform routines by integrating information systems, simplifying procedures, and upgrading employee capability. Digital transformation therefore cannot be delegated solely to an information-technology function. It is an enterprise-wide reconfiguration of how the branch acquires customers, executes services, coordinates partners, and learns from data.

This interpretation is consistent with the broader digital-transformation literature, which emphasizes that technology-driven change alters organizational structures, value propositions, and interorganizational relationships (Hanelt et al., 2021; Sari & Mutiarni, 2025; Farwati & Mutiarni, 2025). It also aligns with logistics digitalization research showing that operational gains depend on integrated implementation dimensions (Deepu & Ravi, 2023). The branch's favorable EFE position may disappear if digital initiatives remain fragmented. Competitors can imitate isolated technologies, but a coordinated system of trusted service, network reach, local relationships, skilled employees, and integrated data is more difficult to reproduce.

D.5.3 Why a Growth Strategy Must Be Selective

Quadrant I conventionally supports aggressive growth, but a high-quality strategic interpretation requires selectivity. The branch should not expand every activity equally. Traditional postal demand is declining, while e-commerce logistics and digital services are expanding. Growth should therefore be portfolio-based: invest in services where the

branch's resources produce differentiated value, maintain or redesign services with continuing public and customer relevance, and gradually reduce dependence on structurally declining activities. This approach avoids confusing organizational expansion with strategic growth.

Selective growth also requires customer segmentation. MSMEs and marketplace sellers may value pickup reliability, shipping consultation, return handling, payment integration, and national reach. Institutional customers may prioritize accountability, documentation, and service consistency. Individual consumers may prioritize convenience, transparent tracking, and complaint responsiveness. The branch should translate its broad service portfolio into segment-specific solutions rather than presenting services as disconnected products. This is consistent with business-model innovation research, which emphasizes that value creation and capture depend on how resources are configured and delivered through an appropriate model (Chesbrough, 2010; Teece, 2018).

Partnership strategy is particularly important. Digital markets operate through ecosystems rather than isolated firms. Marketplaces, payment providers, MSME communities, local governments, educational institutions, and technology vendors possess complementary resources. Partnerships can extend market access and accelerate learning, but they also require governance, data integration, shared service standards, and clear value propositions. The branch should therefore evaluate partnerships not only by the number of agreements but by transaction volume, customer acquisition, service quality, and learning outcomes.

D.5.4 Interpreting the Threats

Private courier competition is a major threat because competitors often operate with simpler decision structures, strong digital interfaces, and focused logistics propositions. Competing primarily through low prices would be difficult and potentially destructive. PT Pos Indonesia's more defensible differentiation lies in combining trust, reach, service integration, and local accessibility with service reliability. Porter (1985) argues that competitive advantage requires a coherent basis of value creation; the branch should therefore avoid an undifferentiated strategy that attempts to imitate every competitor while neglecting its distinctive assets.

Rising customer expectations are even more strategically important than direct competition because they redefine the minimum acceptable standard across the industry. Customers compare service experiences across platforms, not only among courier firms. A delay in tracking updates, a complicated complaint process, or inconsistent counter service can weaken trust even when the parcel is eventually delivered. Customer experience must therefore be managed as an end-to-end process. The branch needs operational indicators for timeliness, tracking accuracy, first-contact resolution, complaint closure, and repeat use. Reputation should be treated as a performance outcome that must be continuously reproduced, not as a permanent inheritance.

D.5.5 Theoretical Contribution

The study contributes to strategic-management literature in three ways. First, it demonstrates that branch-level analysis can reveal the microfoundations of corporate transformation. A corporation may report network scale and digital ambitions, but branch-level evidence shows whether employees, routines, systems, and local partnerships can enact those ambitions. Second, the study connects SWOT categories

with theoretical mechanisms. Strengths are interpreted as strategic resources; weaknesses are interpreted as capability and coordination constraints; opportunities represent domains for sensing and seizing; and strategies specify reconfiguration pathways. This approach moves SWOT beyond a descriptive checklist.

Third, the findings qualify the meaning of a favorable quadrant. Quadrant I does not simply prescribe expansion; it identifies a configuration in which growth is possible if capability gaps are addressed. This conditional interpretation responds to longstanding criticism that SWOT often jumps from factor lists to generic recommendations (Hill & Westbrook, 1997). By maintaining a visible chain from evidence to weights, scores, coordinates, and strategic alternatives, the analysis offers a more disciplined use of the framework while acknowledging its interpretive nature.

D.5.6 Managerial Implications

The first managerial priority is to establish a branch-level digital transformation roadmap linked to operational outcomes. The roadmap should specify which systems require integration, which processes will be redesigned, what data will be used, which customer problems will be solved, and how adoption will be measured. Technology initiatives should be assessed against delivery reliability, processing time, customer visibility, revenue development, and employee productivity.

Second, workforce development should be organized around strategic roles rather than generic training hours. Employees need capabilities in digital service operation, data interpretation, customer relationship management, partnership development, consultative selling, and continuous improvement. Training should be reinforced through coaching, performance indicators, and opportunities to apply new skills. Third, management should map high-friction procedures and identify decisions that can be accelerated or delegated without compromising accountability. Process simplification is essential because digital interfaces cannot compensate for slow internal approvals.

Fourth, the branch should build a structured MSME and marketplace partnership program. Potential partners should be segmented, value propositions standardized, and service-level expectations documented. The branch can offer integrated solutions involving pickup, packaging guidance, shipping, return logistics, payment or financial services, and access to the broader Pos Indonesia network. Fifth, customer experience should become a strategic control system. Complaints and service failures should be analyzed for recurring causes and used to prioritize operational improvement. Finally, the strategy should be translated into a small set of measurable priorities, such as digital transaction share, active MSME partners, on-time performance, complaint resolution time, employee digital-certification rates, and revenue contribution from growth services.

D.5.7 Limitations and Future Research

This study has several limitations. It examines a single branch, which restricts statistical and organizational generalization. The weighting and rating of SWOT factors involve managerial judgment, even when triangulated. The available research record does not include a longitudinal evaluation of strategy implementation, so the analysis cannot establish whether the proposed initiatives improve performance over time. In addition, the study focuses on organizational and environmental diagnosis rather than detailed customer-level or competitor-level data.

Future research should compare multiple branches in regions with different market structures, combine SWOT with customer analytics or process-performance data, and use longitudinal designs to evaluate implementation outcomes. Multi-criteria decision methods such as the Analytic Hierarchy Process or Quantitative Strategic Planning Matrix may be used to prioritize alternatives, provided that their additional numerical precision is supported by reliable evidence. Research should also investigate how corporate governance arrangements enable or restrict branch-level experimentation and how local partnerships contribute to digital capability development.

E. CONCLUSION AND RECOMMENDATIONS

PT Pos Indonesia's Jombang Branch occupies a favorable strategic position. The IFE score of 3.22 and EFE score of 2.79, together with positive internal and external coordinates, place the branch in Quadrant I. Its trusted corporate reputation, nationwide service network, diversified services, and physical infrastructure provide a credible basis for growth. The external environment also offers substantial opportunities through e-commerce, digital technology, marketplace and MSME partnerships, and digital financial services.

The central conclusion, however, is that resource strength must be converted into adaptive capability. Bureaucratic procedures, uneven competencies, limited technological adaptability, and operational inefficiency can prevent the branch from capturing a favorable market. The recommended growth strategy is therefore not indiscriminate expansion. It is a capability-led growth strategy that combines digital service development, process simplification, workforce upgrading, customer-experience management, and ecosystem partnerships.

Management should prioritize five actions: establish an outcome-based digital transformation roadmap; develop employee capabilities aligned with new service models; simplify high-friction operational and approval processes; build structured partnerships with marketplaces, MSMEs, and public institutions; and institutionalize customer-experience indicators. These actions should be integrated rather than implemented as separate projects. When reputation and network reach are connected to digital responsiveness and organizational agility, the branch can transform legacy assets into a differentiated platform for sustainable logistics growth.

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