

ABSTRACT

The rapid development of information technology has accelerated digital transformation in Indonesia's financial technology and digital banking sectors, with over 180 million smartphone users and 79% internet penetration in 2024. This creates growing demand for IT consulting firms that can offer innovation, and reliability to assist the digital transformation. PT DEF, a technology provider specializing in digital banking solutions, currently faces limited market visibility and a narrow client base, posing strategic challenges in a competitive market.

This study uses a qualitative approach to identify internal and external factors, assess PT DEF's strategic position, and formulate appropriate business strategies. Data were gathered through in-depth interviews and analyzed using IFE, EFE, IE, SWOT, and QSPM matrices. The analysis identified 20 internal and 19 external factors. PT DEF's IFE and EFE scores are 3.09 and 2.80, indicating a strong internal position and moderate external responsiveness. The IE matrix places the company in the Grow and Build quadrant, supporting strategies such as market penetration, market development, and product development.

Based on the SWOT analysis, eight alternative strategies were formulated. The Quantitative Strategic Planning Matrix (QSPM) was used to determine priority strategies. The top three strategies identified are: (1) Strengthening market position through industry engagement and credibility building, (2) Establishing a dedicated sales and marketing team to acquire new clients, and (3) Optimizing the capability of the team in research and implementation of AI. The results of this study are expected to serve as a strategic reference for PT DEF and contribute academically to the application of structured strategy formulation tools in the IT consulting sector.

Keywords: IT Consulting, Digital Banking, Strategic Planning, External Environment, Internal Environment, IFE, EFE, IE Matrix, SWOT, QSPM.