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Tows Matrix Business Strategy Analysis of PT XYZ

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Abstract. In the increasingly complex landscape of business energy and infrastructure, corporate strategy is a determinant of corporate desires. PT PGAS Solution, as a subsidiary of PGN Group (Holding Migas Pertamina), has a strategic position in providing engineering, procurement, construction (EPC), and operation and maintenance (O&M) services. Through a sharing session entitled "Governance of Corporate Strategy Management Analysis", the company explained the implementation of SWOT which was developed into TOWS Matrix as a strategy formulation approach. This study analyzes the SO, WO, ST, and WT strategy structures compiled by PGAS Solution, and brings out their relevance to the challenges of the oil and gas industry and opportunities for synergy between BUMN. The results of the analysis show that the company adopts a proactive strategy approach based on collaboration, efficiency, and strengthening internal capabilities, especially in the management of downstream and midstream oil and gas projects.

Keywords: TOWS Matrix; Business Strategy; PGAS Solution; Energy infrastructure

A. INTRODUCTION

The oil and gas energy and infrastructure sector in Indonesia continues to experience dynamics due to global fluctuations, energy transition policies, and increasing competition from both local and foreign players. In facing these challenges, the role of strategic management becomes crucial. PT PGAS Solution, as a supporting entity for natural gas projects under PT Perusahaan Gas Negara Tbk. (PGN), is required to optimize its strategic position, both through internal efficiency and external synergy.

Through a sharing session themed "Corporate Strategy Management Governance," PT PGAS Solution shared how they use the TOWS Matrix in their strategy formulation process. This research aims to conduct an in-depth analysis of the TOWS Matrix structure, highlighting how strengths and opportunities are utilized, as well as how weaknesses and threats are strategically addressed.

B. LITERATURE REVIEW

Strategic Management

Strategic management is a systematic process in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (Wheelen & Hunger, 2015). A key element of strategic management is the alignment between the organization's internal and external environments.

SWOT dan TOWS Matrix

SWOT (Strengths, Weaknesses, Opportunities, Threats) is the most commonly used tool for strategic situational analysis. Weihrich (1982) later developed the TOWS Matrix to form alternative strategies based on combinations of the four SWOT factors:

SO (Strength-Opportunity): Utilizing strengths to seize opportunities, WO (Weakness-Opportunity): Overcoming weaknesses to seize opportunities, ST (Strength-Threat): Using strengths to counter threats, WT (Weakness-Threat): Minimizing weaknesses and avoiding threats

Strategic Challenges in the Energy Industry

The energy industry currently faces a transition to clean energy, regulatory pressures, and growing infrastructure needs. Energy companies must be able to respond with innovative, adaptive, and collaborative strategies, especially in national-scale projects.

Previous Research

Several previous studies have demonstrated the effectiveness of using SWOT and the TOWS Matrix in corporate strategy formulation, especially in the energy and infrastructure sector. Some relevant studies include:

Nuraini, R., & Haryanto, T. (2020), Business Strategy Analysis Using the TOWS Matrix at PT Pertamina Hulu Energi. This study highlights how PT Pertamina Hulu Energi formulates business strategies to face oil and gas exploration challenges through the TOWS approach. The results show that SO and ST strategies are important foundations for maintaining business resilience amid global oil price dynamics.

Prasetyo, E., & Fitriani, D. (2019), Business Strategy Formulation in Energy Construction Companies: SWOT and TOWS Matrix Approach.

This research examines how EPC companies in the energy sector formulate long-term strategies. It was found that WO strategies are key to optimizing government project opportunities by improving internal management systems.

Wulandari, M., & Susanto, H. (2021), Application of SWOT and TOWS Analysis at PT Rekayasa Industri in Oil and Gas Infrastructure Project Development.

This study shows that the combination of internal technical strengths and opportunities for synergy among state-owned enterprises is crucial in determining market penetration success. The use of the TOWS Matrix has proven to be an effective strategic analysis tool in the energy and infrastructure business environment, especially for responding to national project opportunities and external environmental dynamics.

C. RESEARCH METHODOLOGY

This research uses a qualitative descriptive approach with a case study method. The main object is the TOWS Matrix document of PT PGAS Solution obtained from internal forum presentations. Data is analyzed by examining the combination of strategies in the TOWS Matrix and relating it to the macro industry conditions and the organization's micro position.

This research is a qualitative descriptive study with a case study approach. The aim is to systematically and factually describe the business strategies implemented by PT PGAS Solution using the TOWS Matrix approach.

Data Sources

The data used are secondary data derived from: Documentation of the TOWS Matrix of PT PGAS Solution (results of internal sharing session presentations)

References from journals, business strategy books, and relevant scientific articles, Annual reports and company profiles from PGN Group and PGAS Solution

Data Collection Techniques

Visual Documentation: Analysis of TOWS Matrix images from presentations, Literature Study: Review of strategy theory and previous studies. Contextual Analysis: Adjustment of strategies to national energy industry conditions

Data Analysis Techniques

The analysis method uses the SWOT analysis model developed into the TOWS Matrix, with the following analytical approach: Matriks SWOT:

SWOT Matrix: Identifying and categorizing internal (S, W) and external (O, T) factors

TOWS Matrix: Combining these four factors into four types of strategies (SO, WO, ST, WT).

Strategy Evaluation: Analyzing the suitability of strategies to the industry context and company position

Data Validity

To ensure data validity, source triangulation was conducted by comparing the results of the company's internal analysis, academic theories, and previous similar studies.

D. RESULTS AND DISCUSSION

This study uses a descriptive qualitative approach with a case study method. The main object is the TOWS Matrix document of PT PGAS Solution obtained from presentations in internal forums. Data were analyzed by examining the combination of strategies in TOWS and linked to the macro conditions of the industry and the micro position of the organization.

SWOT Factor Identify

Strengths (S):

1) Extensive experience in upstream & downstream oil and gas O&M projects. 2) Possession of certified human resources and experienced experts. Reputation as a subsidiary of PGN Group, 3) Access to Oil and Gas Holding networks and national banking, 4) Experience in managing large-scale EPC projects

Weaknesses (W):

1) Limited number of supporting project equipment, 2) Assignment projects from Gas Holding show low margins, 3) HR management and performance systems are not yet optimal, 4) High dependence on projects from the internal group

Opportunities (O): Projects from Gas Subholding and Pertamina Group, O&M and EPC opportunities in Oil & Gas Upstream, Refinery, and Power, • National oil and gas infrastructure (transmission, distribution, household gas networks), • Business potential in Polyethylene, Component Detailing, and Household Gas Appliance sectors

Threats (T): • Local and foreign competitors with new technology, • Global energy market fluctuations, • Policy risks and reorganization of Pertamina subsidiaries

TOWS Matrix Analysis of PGAS Solution
 SO Strategy (Strength - Opportunity)
 Strategic partnerships in the downstream & midstream sectors
 PGAS Solution leverages experience and reputation to become a partner in building national oil and gas infrastructure.
 Expansion into Oil & Gas Upstream, Power & NRE segments
 The company utilizes Holding networks to expand service coverage to new energy sectors.
 Development of O&M services for industrial and household customers
 Diversifying services to broaden the non-assignment revenue base.
 Analysis:
 This strategy demonstrates synergy between reputation strength, technical capabilities, and national project opportunities. PGAS can play an important role as a strategic partner of the Oil and Gas Holding.
 WO Strategy (Weakness - Opportunity)
 Focus on internal projects of Gas Subholding & Pertamina Group, Consolidating strengths with existing projects while building internal efficiency. Partnership Strategy
 Collaborating with similar companies within Pertamina or other state-owned enterprises as a form of resource leverage.
 Investment in supporting project equipment, Reducing dependence by strengthening fixed assets.
 Development of HR management systems, Internal organizational reform to support service transformation and company culture. Formal support from Subholding for partnerships
 Increasing bargaining position in project procurement.
 Analysis: This strategy emphasizes internal improvement efforts so the company can participate in major opportunities. There is a focus on efficiency and modernization of operational structure.
 ST Strategy (Strength - Threat) : Focus on national energy infrastructure, PGAS Solution concentrates its strengths on projects with political continuity and state support. Collaboration with similar companies in the Pertamina Group, Preventing conflicts of interest while maintaining project continuity.
 PGN support for promoting PGAS services to all subholdings, Utilizing PGN's institutional strength as a gateway to strategic projects.
 Analysis: The ST strategy emphasizes mitigating competitive threats and organizational structure changes by leveraging strong relations with the holding.
 WT Strategy (Weakness - Threat) : Cooperation based on the sharing economy, Overcoming resource limitations through operational synergy. Efficiency through cost transformation programs
 Emphasizing cost reduction to remain competitive in project tenders and auctions.
 Analysis: This strategy shows a realistic attitude in facing internal and external conditions. Efficiency becomes the key to survival.

E. Conclusions and Recommendations

The TOWS Matrix of PGAS Solution provides a comprehensive and balanced picture of business strategy. The SO and ST strategies show that the company has the strength to compete at the national level, especially in the energy and infrastructure sectors. Meanwhile, the WO and WT strategies reflect awareness of the need for internal transformation and strengthening competitiveness.

Recommendations: • Focus on digitalizing HR and project management systems, • Accelerate investment in equipment to reduce cost dependency, • Increase HR capacity through certification and new technology training, • Build permanent consortia with strategic partners within the Holding and state-owned enterprises

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