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SWOT Analysis of the Muhammad Sholahuddin Albimawi Education Foundation, South Tangerang City

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Abstract

The purpose of this study is to observe and understand the internal and external conditions through the strengths, weaknesses, opportunities, and threats that exist at the Muhammad Sholahuddin Albimawi Education Foundation, South Tangerang City. This study uses a mixed method. While the data analysis techniques include SWOT Analysis, IFE Matrix Analysis, EFE Matrix Analysis, IE Matrix Analysis, SWOT Matrix, and SWOT Analysis Diagram. The results of the study show that in the IFE Matrix the strengths and weaknesses have a total score of 3.34. Then in the EFE Matrix the opportunities and threats have a total score of 3.09. Based on the IE Matrix, the company's position is in cell I (Strong) where it shows the appropriate strategy is to grow and develop (growth and build). This means that this strategy is adjusted to the strengths of the internal side of the foundation to take advantage of the right opportunities to gain benefits for the foundation. While in the SWOT Matrix using the SO, WO, ST, and WT formulas, twelve strategies are obtained. The results of the SWOT Analysis Diagram show that the company is in quadrant II, namely carrying out a product diversification strategy.

Keywords: SWOT Analysis/Matrix, Business Development, Strategy Management

INTRODUCTION

Education in Indonesia continues to develop and advance, not only at the elementary, secondary, and tertiary levels, but also at the early childhood level. Therefore, many people are starting businesses in the education sector. This is due to the very promising opportunities, as early childhood education is crucial for preparing a

golden generation for families in the future.

One institution that provides educational services for early childhood is the Muhammad Sholahuddin Albimawi Education Foundation in South Tangerang City. The purpose of this foundation is to instill faith in Allah, the Prophet, and Islamic teachings from an early age. It also fosters daily worship practices in accordance

with the guidance of the Prophet Muhammad (peace be upon him). It also fosters character and etiquette consistent with Islam. It teaches the basics of reading, memorizing, and understanding the Quran and simple hadith. It also fosters independence, discipline, and concern for others.

The Muhammad Sholahuddin Albimawi Education Foundation was established on September 27, 2014. Since its inception, the foundation has continued to grow. This is in line with the increasing need for early childhood education. This situation certainly aligns with the aspirations and ideals of the Muhammad Sholahuddin Albimawi Education Foundation.

As a social institution, the Muhammad Sholahuddin Albimawi Education Foundation has also experienced ups and downs. Given the intense competition in the education sector, the management of the Muhammad Sholahuddin Albimawi Education Foundation naturally wants to understand its current situation. This understanding of the existing situation is expected to provide a reference and input for developing appropriate strategies for running the business in the future.

One way the management of the Muhammad Sholahuddin Albimawi Education Foundation can understand its current situation and what strategies to implement in the future is through a SWOT analysis. Using this technique, the foundation can take appropriate steps in managing its institution.

SWOT analysis was first introduced by Albert S. Humphrey. He began using this technique in the 1960s. At that time, Albert S. Humphrey initiated a research project at the Stanford Research Institute.

Over the following period, the SWOT analysis method continued to develop and continues to this day. It has even become a primary reference for many companies and non-profit organizations in analyzing their business conditions. By understanding these conditions, appropriate strategies can be formulated for future steps.

SWOT analysis is a strategic planning analysis method used to monitor and evaluate a company's or organization's external and internal environment for a specific business objective.

SWOT is an acronym for strengths, weaknesses, opportunities, and threats in a project or business venture. These four factors form the acronym SWOT.



Figure 1. SWOT analysis framework.

According to (Freddy Rangkuti, 2018), a SWOT analysis is a systematic analytical process used to develop effective and appropriate organizational strategies. The primary focus of a SWOT analysis is to optimize an organization's strengths and opportunities while simultaneously minimizing potential weaknesses and threats.

Meanwhile, (David, 2016) states that one of the topics discussed in a SWOT analysis is the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. The IFE Matrix is a strategy formulation tool that summarizes and evaluates key strengths and weaknesses within a business's functional areas and provides a basis for identifying and evaluating the relationships between these areas. This matrix is designed to determine the company's internal performance, based on its strengths and weaknesses. The EFE Matrix, on the other hand, helps strategists identify and evaluate external factors that influence company performance. This matrix is designed to determine how well a company responds to the opportunities and threats

it faces. This matrix will be used in conjunction with the Internal Factors Evaluation Matrix (IFE Matrix) in compiling the internal external matrix.

Based on a study entitled: Analysis of Early Childhood Education Quality Development Strategies at Makarima Islamic Early Childhood Education (PAUD Islam) in Kartasura, the results show that sound management of educational quality development strategies will ensure the school's progress in achieving a competitive position amidst the fierce competition in the education sector. (Dwi Nurcahyanti Adinda et al., 2024)

Another study entitled: Strategic Management of Early Childhood Education Institutions Towards Accreditation in Palopo City. The results of the study indicate that the strategic management process begins with strategic planning at the Dian Gita Playgroup in Palopo City, namely by conducting a SWOT Analysis. Based on the PAUD accreditation standards, there are 2 standards that have not met the criteria, namely Standard 4, namely the Educator and Education Personnel Standards. Through the SWOT Analysis, it was found that the strengths of the Dian Gita Playgroup are located in a densely populated area, funding sources, and play and learning facilities. The weaknesses are the educator qualifications are not met, and the absence of education personnel. The opportunities are the support of students' parents, support from the central and local governments, and a conducive school environment. Meanwhile, the challenges are the many other educational institutions around the school and the still dynamic community thinking. Then, planning was carried out by grouping services according to age, involving educators in seminars and workshops, and adding extra activities for students at the Dian Gita Playgroup. The implementation of strategic management is that educators participate in seminars and workshops and add extra activities. Evaluation of the results of strategic management requires recruitment of educational staff. (Hasis & Raksa, 2022)

Similarly, a study entitled: Analysis of Early Childhood Education Management Using the SWOT Evaluation Method at PAUD IT Nur

Hidayah. The results obtained using the SWOT approach, PAUD IT Nur Hidayah is in Quadrant I, which uses a growth strategy. This position indicates the implementation of a growth strategy or progressive strategy (growth-oriented strategy). Based on the results obtained, it can be concluded that the management implemented by the school has greater strengths than weaknesses and greater opportunities than threats, thus supporting a progressive growth policy. (Miranti et al., 2021)

Meanwhile, the research entitled: SWOT Analysis and Strategy Mapping of Islamic Educational Institutions (Study at SMAN 1 Bungo, Jambi Province). The results of the study indicate that SWOT Analysis and strategy mapping are important steps in improving the quality of education in Islamic educational institutions, by identifying strengths, weaknesses, opportunities, and threats. By taking the right strategic steps, Islamic educational institutions can continue to develop and provide quality education in accordance with their vision and mission, as well as contribute positively to the development of students and society. (Ardiansyah, Maisah, 2023)

Research with the title: Educational Marketing Strategy Development Plan Based on SWOT Analysis in the Al Falahul Ummah Foundation. The survey results show that the Al Falahul Ummah Foundation received positive scores in the analysis of the internal and external environment. Thus, MI Al Ikhlas, RA Kusuma Mulia Rohmah, and PAUD Khodijah are in the first quadrant, which is interpreted as a developing condition, prioritizing strategies for developing strengths and utilizing opportunities, and obtaining a good enough position to withstand pressures caused by the internal and external environment. Based on the research, it can be said that the Al Falahul Ummah Foundation has an advantage in being able to compete with other educational institutions. (Putri et al., 2024)

Another study, entitled "Quranic Education Parks as a Means of Developing Religious Character in Children in Sedayu Village," found that TPQ plays a crucial role through habituation activities to foster positive religious character from an early age based on Islamic teachings.

However, there are challenges related to environmental conditions and weather conditions, which can be overcome with qualified teachers. (Oktiviana et al., 2023)

Meanwhile, the research is entitled: SWOT Analysis as a Strategy in Increasing the Competitiveness of Early Childhood Education Institutions at Permata Kasih Kindergarten, Balikpapan. After conducting the analysis, the results of the SWOT analysis are as follows. Strength: Permata Kasih Kindergarten handles all children from poor families, but some students here are classified as middle to upper class, choosing this institution because of the experienced and qualified human resources. Weakness: Permata Kasih Kindergarten is weak on the economic side. Opportunities: Support from stakeholders is so great. Threats: Geographical location of the institution. SWOT is the first step in the strategic management of the institution in developing plans for the future. (Wowor et al., 2022)

In this research, the author will use the SWOT (Strength, Weakness, Opportunity, and Threats) analysis technique. This technique will determine the organization's position. Furthermore, the SWOT analysis will also determine the strategies the organization will implement to continue growing, developing, and advancing.

Based on the above, the focus of this research is on the strengths, weaknesses, opportunities, and threats of the Muhammad Sholahuddin Albimawi Education Foundation. Furthermore, the position of the Muhammad Sholahuddin Albimawi Education Foundation is determined based on the Internal and External Matrix. Furthermore, the strategy for the strengths-opportunities, strengths-threats, weaknesses-opportunities, and weaknesses-threats of the Muhammad Sholahuddin Albimawi Education Foundation is also analyzed. Finally, the position of the Muhammad Sholahuddin Albimawi Education Foundation is determined based on the SWOT analysis diagram.

The author is interested in selecting business strategy and development as the subject of this research because he wants to understand the extent to which the Muhammad Sholahuddin Albimawi

Education Foundation manages its business. The reason for choosing the Muhammad Sholahuddin Albimawi Education Foundation as the object of this research is because not many business owners manage their businesses according to the model developed by the Muhammad Sholahuddin Albimawi Education Foundation.

Based on the above and in accordance with the focus of this research, the author chose the title: "SWOT Analysis of the Muhammad Sholahuddin Albimawi Education Foundation, South Tangerang City." Through this title, the author intends to learn more about the strategy and organizational development carried out by the Muhammad Sholahuddin Albimawi Education Foundation, South Tangerang City.

METHODS

A population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Populations include not only humans but also objects and other natural objects (Sugiyono, 2020). Researchers gave questions to the owners and leaders who were authorized to fill in the questions, as well as all staff of the Muhammad Sholahuddin Albimawi Education Foundation.

A sample is a portion of the population and its characteristics. Sampling is a step to determine the sample size to be taken when conducting research on an object. Determining sample size can be done statistically or based on research estimates. This sampling must be conducted in such a way as to obtain a true sample, in other words, it must be representative. (Sugiyono, 2020).

In this study, nine informants were selected, consisting of leaders, teachers, and staff. The sample used was probability sampling using a simple random sampling technique. Data collection began after the researcher obtained permission from the management of the Muhammad Sholahuddin Albimawi Education Foundation to conduct the research. As a first step, the researcher requested permission from the informants to provide information related to the research activities. Then, the researcher conducted

interviews and completed questionnaires with the leaders, teachers, and staff of the Muhammad Sholahuddin Albimawi Education Foundation.

The data processing and analysis method consisted of descriptive analysis. The analytical tools used in formulating the company's strategy were the IFE Matrix, the EFE Matrix, the IE Matrix, the SWOT Matrix, and the SWOT Analysis Diagram. (David, 2016)

RESULTS

SWOT analysis

Based on interviews with the management of the Muhammad Sholahuddin Albimawi Education Foundation, who provided opinions and assessments of internal and external factors within the organization, data was obtained indicating the operational conditions. After conducting internal and external analyses, the results revealed strengths, weaknesses, opportunities, and threats, as described in Table 1.

The internal factors within the organization are as follows: Strength factors include:

1. Educators who are graduates of PG-PAUD-TPA-BIMBA or a linear program, experienced, and apply a holistic approach.
2. Creative curriculum, strong application of the PAUD-TPA-BIMBA philosophy, and excellent programs (e.g., memorization of the Quran, computers).
3. Easily accessible, safe from traffic, and close to public facilities (prayer rooms, fields).
4. Strong relationships with parents and the surrounding community.
5. Utilization of social media for promotion and information.
6. Well-organized organizational and management arrangements.

Weakness factors include:

1. Shortage of teachers or support staff.

2. Inadequate classrooms, limited educational play equipment (APE) that meets SNI standards, and no school health center (UKS) or library.
3. Challenges in implementing a holistic approach in depth.
4. Limited learning support technology.
5. Irregular payments from students.
6. Insufficient capital to develop educational organizations.

Meanwhile, external factors within the organization are as follows: Opportunity factors include:

1. Increased understanding and need for quality PAUD-TPA-BIMBA (Early Childhood Education, Kindergarten, and Preschool Education).
2. Government support (e.g., assistance programs).
3. Collaboration with universities for teacher development.
4. Impact of infrastructure development (e.g., roads and easy access to educational locations).
5. High public demand for early childhood education.
6. Opportunities for innovation with IT-based educational technology.

- Threat factors include:
1. The emergence of other high-quality PAUD-TPA-BIMBA institutions.
 2. Dynamic curriculum policies.
 3. Family economic conditions that influence participation.
 4. Operational costs that continue to experience significant increases.
 5. Competitors offering competitive prices supported by more attractive methods or facilities.
 6. The challenge of keeping up with developments in the national curriculum while maintaining Islamic values.

Table 1. SWOT analysis

Strength	Weakness
<ol style="list-style-type: none"> 1. Educators who are graduates of PG-PAUD-TPA-BIMBA or a linear program, experienced, and apply a holistic approach. 2. Creative curriculum, strong application of the PAUD-TPA-BIMBA philosophy, and excellent programs (e.g., memorization of the Quran, computers). 3. Easily accessible, safe from traffic, and close to public facilities (prayer rooms, fields). 4. Strong relationships with parents and the surrounding community. 5. Utilization of social media for promotion and information. 6. Well-organized organizational and management arrangements. 	<ol style="list-style-type: none"> 1. Shortage of teachers or support staff. 2. Inadequate classrooms, limited educational play equipment (APE) that meets SNI standards, and no school health center (UKS) or library. 3. Challenges in implementing a holistic approach in depth. 4. Limited learning support technology. 5. Irregular payments from students. 6. Insufficient capital to develop educational organizations.
Opportunity	Threat
<ol style="list-style-type: none"> 1. Increased understanding and need for quality PAUD-TPA-BIMBA (Early Childhood Education, Kindergarten, and Preschool Education). 2. Government support (e.g., assistance programs). 3. Collaboration with universities for teacher development. 4. Impact of infrastructure development (e.g., roads and easy access to educational locations). 5. High public demand for early childhood education. 6. Opportunities for innovation with IT-based educational technology. 	<ol style="list-style-type: none"> 1. The emergence of other high-quality PAUD-TPA-BIMBA institutions. 2. Dynamic curriculum policies. 3. Family economic conditions that influence participation. 4. Operational costs that continue to experience significant increases. 5. Competitors offering competitive prices supported by more attractive methods or facilities. 6. The challenge of keeping up with developments in the national curriculum while maintaining Islamic values.

Source: Results processed by the author, 2026.

Internal factor evaluation (IFE) matrix

Once all strengths and weaknesses are known, an IFE (Internal Factor Evaluation) analysis can

be carried out by providing an assessment and rating as stated in Table 2.

Table 2. Determination of IFE score

No.	Internal Factor	Rating	Bobot	Skor
Strength				
1	Educators who are graduates of PG-PAUD-TPA-BIMBA or a linear program, experienced, and apply a holistic approach.	3,67	0,09	0,33
2	Creative curriculum, strong application of the PAUD-TPA-BIMBA philosophy, and excellent programs (e.g., memorization of the Quran, computers).	3,78	0,10	0,38
3	Easily accessible, safe from traffic, and close to public facilities (prayer rooms, fields).	3,22	0,08	0,26
4	Strong relationships with parents and the surrounding community.	3,78	0,10	0,38
5	Utilization of social media for promotion and information.	4,00	0,10	0,40
6	Well-organized organizational and management arrangements.	3,11	0,08	0,25
Sub Total			0,55	2,00
Weakness				
1	Shortage of teachers or support staff.	2,44	0,07	0,17
2	Inadequate classrooms, limited educational play equipment (APE) that meets SNI standards, and no school health center (UKS) or library.	2,78	0,07	0,19
3	Challenges in implementing a holistic approach in depth.	2,33	0,06	0,14
4	Limited learning support technology.	2,22	0,06	0,13
5	Irregular payments from students.	4,00	0,10	0,40
6	Insufficient capital to develop educational organizations.	3,44	0,09	0,31
Sub Total			0,45	1,34
Total			1	3,34

Source: Results processed by the author, 2026.

External factor evaluation (EFE) matrix

After all opportunities and threats are known, an EFE (External Factor Evaluation) analysis will

be carried out by providing an assessment and rating as shown in Table 3.

Table 3. Determination of EFE score

No.	External Factor	Rating	Bobot	Skor
Opportunity				
1	Increased understanding and need for quality PAUD-TPA-BIMBA (Early Childhood Education, Kindergarten, and Preschool Education).	3,78	0,10	0,38
2	Government support (e.g., assistance programs).	3,11	0,09	0,28
3	Collaboration with universities for teacher development.	2,67	0,07	0,19
4	Impact of infrastructure development (e.g., roads and easy access to educational locations).	3,00	0,08	0,24
5	High public demand for early childhood education.	3,00	0,08	0,24
6	Opportunities for innovation with IT-based educational technology.	2,00	0,05	0,10
Sub Total			0,47	1,43
Threat				
1	The emergence of other high-quality PAUD-TPA-BIMBA institutions.	3,33	0,09	0,30
2	Dynamic curriculum policies.	3,00	0,08	0,24
3	Family economic conditions that influence participation.	3,22	0,09	0,28
4	Operational costs that continue to experience significant increases.	3,22	0,09	0,28
5	Competitors offering competitive prices supported by more attractive methods or facilities.	3,11	0,09	0,28
6	The challenge of keeping up with developments in the national curriculum while maintaining Islamic values.	3,11	0,09	0,28
Sub Total			0,53	1,66
Total			1	3,09

Source: Results processed by the author, 2026.

Internal external (IE) matrix

The IE Matrix is a graphical representation of the calculated IFE and EFE Matrix scores. The

IFE Matrix score is 3.34 and the EFE Matrix score is 3.09. These results are placed in the IE Matrix cells, as shown in Figure 2.

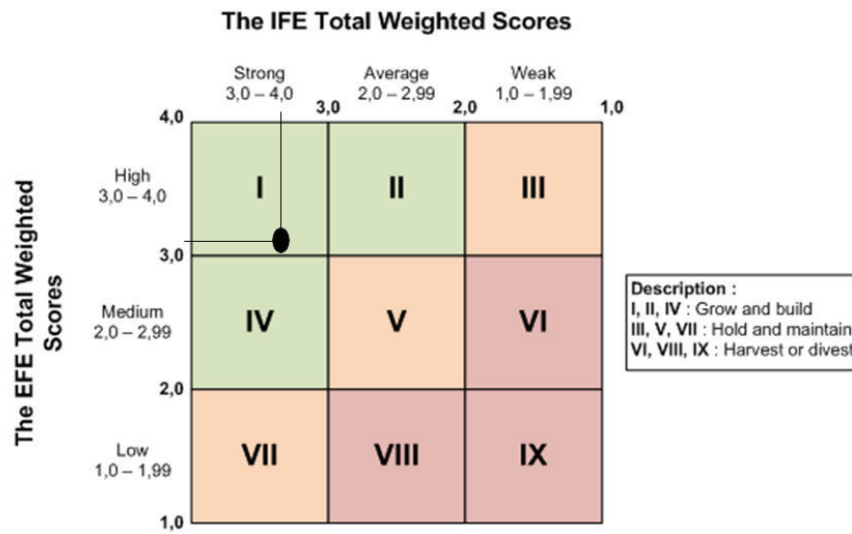


Figure 2. Determination of IE matrix
 Source: Results processed by the author, 2026.

Based on Figure 2, the foundation's position is in Matrix Cell Box I. This indicates that the foundation is currently growing and developing. The foundation's focus is on vertical integration. The foundation's position in Cell I can be described as growing and developing. The foundation must implement an intensive strategy, namely through market penetration, market development, and product development. This is a very appropriate strategy for the Muhammad Sholahuddin Albimawi Education Foundation in its current condition.

SWOT matrix

Based on strengths and weaknesses, opportunities and threats, the SWOT Matrix can clearly describe the company's appropriate situation, according to its strengths and weaknesses, to respond to opportunities and threats. This matrix produces four types of strategies that can be implemented: SO, WO, ST, and WT strategies. The SWOT Matrix from the Muhammad Sholahuddin Albimawi Education Foundation is shown in Table 4.

Table 5. SWOT matrix

IFE	Strenght (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Educators who are graduates of PG-PAUD- TPA-BIMBA or a linear program, experienced, and apply a holistic approach. 2. Creative curriculum, strong application of the PAUD-TPA-BIMBA philosophy, and excellent programs (e.g., memorization of the Quran, computers). 3. Easily accessible, safe from traffic, and close to public facilities (prayer rooms, fields). 4. Strong relationships with parents and the surrounding community. 5. Utilization of social media for promotion and information. 6. Well-organized organizational and management arrangements. 	<ol style="list-style-type: none"> 1. Shortage of teachers or support staff. 2. Inadequate classrooms, limited educational play equipment (APE) that meets SNI standards, and no school health center (UKS) or library. 3. Challenges in implementing a holistic approach in depth. 4. Limited learning support technology. 5. Irregular payments from students. 6. Insufficient capital to develop educational organizations.
EFE	SO	WO
<p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Increased understanding and need for quality PAUD-TPA-BIMBA (Early Childhood Education, Kindergarten, and Preschool Education). 2. Government support (e.g., assistance programs). 3. Collaboration with universities for teacher development. 4. Impact of infrastructure development (e.g., roads and easy access to educational locations). 5. High public demand for early childhood education. 6. Opportunities for innovation with IT-based educational technology. 	<p>SO</p> <ol style="list-style-type: none"> 1. Continuously improving the quality of teaching staff. 2. Continuously promoting education through social media. 3. Building a robust IT system to facilitate the implementation of a sound educational process. 	<p>WO</p> <ol style="list-style-type: none"> 1. Collaborate with universities to recruit qualified teaching staff. 2. Utilize government assistance programs to develop school infrastructure and other facilities. 3. Prepare IT to support more innovative educational systems and processes.

Threath (T)	ST	WT
1. The emergence of other high-quality PAUD-TPA-BIMBA institutions.	1. Strengthen IT-based curricula that appeal to students.	1. Increase the number of qualified teachers and support staff.
2. Dynamic curriculum policies.	2. Enhance close relationships with the surrounding community.	2. Implement better teaching methods using technology.
3. Family economic conditions that influence participation.	3. Provide a variety of financially affordable facilities and services.	3. Offer more attractive facilities than competitors.
4. Operational costs that continue to experience significant increases.		
5. Competitors offering competitive prices supported by more attractive methods or facilities.		
6. The challenge of keeping up with developments in the national curriculum while maintaining Islamic values.		

Source: Results processed by the author, 2026.

SWOT analysis diagram

The total score for each factor can then be broken down as follows: Strength is 2.00, Weakness is 1.34, Opportunity is 1.43, and Threat is 1.66. Thus, the difference between the total

scores for the Strength and Weakness factors is (+) 0.66. Meanwhile, the difference between the total scores for the Opportunity and Threat factors is (-) 0.23. This is as shown in Figure 3.

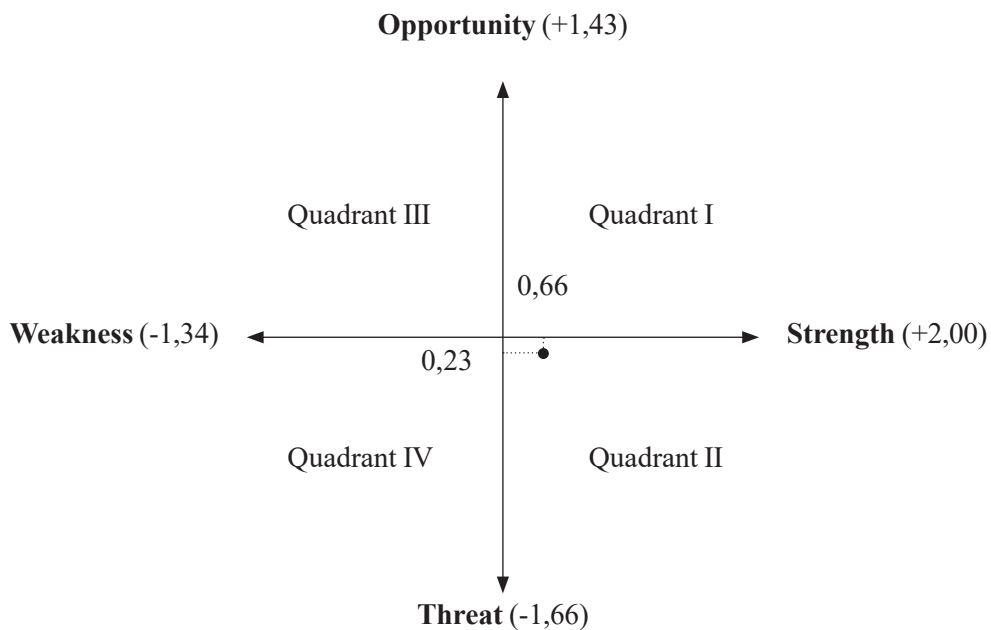


Figure 3. SWOT analysis diagram.

Source: Results processed by the author, 2026.

Based on Figure 3 of the SWOT analysis diagram, the Muhammad Sholahuddin Albimawi Education Foundation is positioned in Quadrant II. This indicates its position supports a diversification strategy. Therefore, the foundation's management needs to diversify its products to continue growing and developing.

DISCUSSION

Based on the research results, the IFE Matrix showed a score of 2.00 for strengths and 1.34 for weaknesses. Therefore, the total weighted score obtained was 3.34. Optimizing these strengths and weaknesses will address various existing weaknesses. This is demonstrated by a total score on the IFE Matrix of $2.00 \geq 1.34$, indicating that internal conditions have the strength to address the situation.

The EFE Matrix obtained a score of 1.43 for opportunities and 1.66 for threats. Therefore, the weighted score for the EFE Matrix is 3.09. Optimal utilization of all available opportunity variables or factors will demonstrate a total EFE score of $1.43 < 1.66$, indicating the system is less able to respond to existing external situations.

The IE Matrix indicates that the Muhammad Sholahuddin Albimawi Education Foundation is positioned in Cell I, which is growth, with the foundation's position and condition being developed and expanding. The internal factor score was 3.34 and the external factor score was 3.09. This cell represents the growth and development phase, where the strategy employed is concentration through vertical integration.

After formulating all existing strengths, weaknesses, opportunities, and threats, the business strategy factors are then compiled using the SWOT Matrix. The SWOT Matrix structure combines strengths with opportunities (SO), weaknesses with opportunities (WO), strengths with threats (ST), and weaknesses with threats (WT).

The results obtained from the SWOT Matrix indicate that the company can use its strengths to capitalize on opportunities. It can then create strategies by minimizing weaknesses to capitalize on opportunities. Next, it can create strategies by

using strengths to overcome threats. The final strategy is to minimize weaknesses and avoid threats.

Develop a strategy to leverage strengths to take advantage of existing opportunities. Develop a strategy to leverage opportunities to overcome existing weaknesses. Develop a strategy to leverage strengths to avoid emerging threats. Develop a strategy to mitigate weaknesses and avoid emerging threats.

The SWOT Analysis Diagram shows the Muhammad Sholahuddin Albimawi Education Foundation's position in Quadrant II, which represents a less favorable situation. Because the foundation faces threats, its strengths must be addressed. This is evident after conducting a SWOT Matrix Analysis, which highlights both internal and external factors.

CONCLUSION

The IFE Matrix shows that the strengths and weaknesses have a total score of 3.34, as the total IFE score is above 2.5. This indicates a strong internal position, with the Muhammad Sholahuddin Albimawi Education Foundation possessing strengths in terms of products, facilities, infrastructure, and services. Furthermore, the EFE Matrix shows that the opportunities and threats have a total score of 3.09. This indicates that the Muhammad Sholahuddin Albimawi Education Foundation is responding to existing opportunities and avoiding existing threats.

The IE Matrix shows the calculated scores for the IFE and EFE Matrices. The IFE Matrix score is 3.34 and the EFE Matrix score is 3.09. This places the company in Cell I, indicating an appropriate growth and build strategy. This strategy aligns with the company's internal strengths to capitalize on appropriate opportunities for profit.

The SWOT Analysis Diagram has a diagram intersection point located on the X, Y axis (0.66: 0.23) namely in Diagram II where the position is in Quadrant II which supports the diversification strategy. The Muhammad Sholahuddin Albimawi Education Foundation is in a less favorable situation, because it has strengths but weak opportunities so it needs to overcome existing

threats. The strategy that can be implemented in Quadrant II is to support the policy to carry out a product diversification strategy so that the company can develop well.

In addition to SWOT Analysis, the author suggests that further research could include analysis using the Quantitative Strategic Planning Matrix (QSPM) Analysis, Political, Economic, Social, and Technological (PEST) or Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) Analysis, and Porter's Five Forces Analysis.

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