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Strategy for Transitioning from Conventional Vehicles to Electric Vehicles (EV) Using SPACE Analysis Method

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Abstract: The transition from conventional fossil fuel-based vehicles to electric vehicles (EV) is a crucial strategic step to address the energy crisis and reduce carbon emissions. The purpose of this study is to formulate a highly precise transition strategy for industries or regions in adopting electric vehicle trends using the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and Strategic Position and Action Evaluation (SPACE) matrix analysis. This research combines quantitative and qualitative methods by identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that affect the electric vehicle ecosystem. The weighting and rating results in the IFAS matrix (0.80) and EFAS matrix (0.67) indicate a strong internal position and a highly supportive external environment. In the SPACE matrix mapping (X-axis = 1.00 and Y-axis = 1.00), the strategic position of this transition lies in the Aggressive Quadrant (Quadrant I). This position indicates that the organization or industry possesses a strong competitive advantage and good financial stability to maximize market opportunities. Recommended alternative strategies include aggressive market penetration, innovative product development, and massive expansion of supporting infrastructure to accelerate the transition from conventional to electric vehicles.

Keyword: SPACE Matrix, Conventional and Electrict Vehicle, Change Strategy, Automotive.

INTRODUCTION

The global automotive industry is undergoing a massive structural transformation along with the world's shift toward sustainable development principles (Mulia & Pratama, 2024). Conventional internal combustion engine (ICE) vehicles, which have dominated global mobility for over a century, are now gradually being replaced by electric vehicles (EVs) (Rahman et al., 2025). Accumulating factors such as the threat of the climate crisis, the depletion of fossil fuel reserves, and internationally adopted net-zero emission targets serve as the primary catalysts for this shift (Sanjaya, 2023). This aggressiveness is further supported by the skyrocketing growth of the national EV market. Gaikindo notes that battery electric vehicle (BEV) sales continue to set new records alongside massive investments from global and local automotive giants leveraging Indonesia's comparative advantage as the holder of the world's largest and most abundant nickel reserves.

While promising a massive market niche, the dynamics of transitioning toward an electric vehicle ecosystem do not always run smoothly. Industry players are confronted with business ecosystem volatility, high initial capital expenditures, uneven charging infrastructure readiness, and consumer psychological concerns regarding driving range (range anxiety) (Wibowo & Wijaya, 2024). Facing such complexities, a comprehensive mapping of the industry's position is absolutely vital to formulate the right tactical policy direction. Therefore, this study implements the Strategic Position and Action Evaluation (SPACE) matrix to evaluate the strategic position of this sector through four primary dimensions: Financial Strength, Competitive Advantage, Environmental Stability, and Industry Strength (David & David, 2016). Through this approach, it is expected that an adaptive and optimal transition strategy blueprint can be formulated.

This study aims to analyze the SWOT and SPACE aspects of the transition strategy from conventional vehicles to electric vehicles (EVs), specifically to:

1. Identify internal and external factors
2. Analyze strategic recommendations for transitioning from conventional vehicles to electric vehicles using the IFAS, EFAS, and SPACE matrices.
3. Analyze Competitive Advantage (CA), Financial Strength (FS), Industry Strength (IS), and Environmental Stability (ES) using the SPACE matrix.

METHOD

This study applies a descriptive quantitative approach through the utilization of the SPACE Matrix model. To present a precise representation of the institution's actual conditions and minimize subjectivity bias, this study relies on numerical data-based analysis (Sugiyono, 2024).

Through the SPACE Matrix instrument, the evaluation focuses on four crucial parameters that underlie strategic policies in optimizing the transition from conventional vehicles to electric vehicles (EVs). These parameters encompass internal dimensions, represented by Financial Strength (FS) and Competitive Advantage (CA), as well as external dimensions, which include Environmental Stability (ES) and Industry Strength (IS) (David & David, 2023; Wijaya & Pratama, 2024). The mathematical accumulation of these four dimensions is then plotted onto a coordinate graph to map the quadrant position. This mapping result serves as a fundamental cornerstone formula showing that conventional automotive manufacturers must immediately execute a radical strategic shift through technological investment, the phased retirement of fossil fuel-based engines, and active collaboration in building the EV ecosystem to maintain market relevance in the future.

RESULTS AND DISCUSSION

Internal and External Factor Analysis of the Transition from Conventional Vehicles to Electric Vehicles

1. Internal Factors (Strengths and Weaknesses)

a. Strengths:

1) Eco-Friendly (Zero Tailpipe Emissions): EVs produce no tailpipe emissions, significantly reducing air pollution in urban areas and helping to mitigate global warming.
2) Energy Efficiency and Low Operational Costs: The conversion of energy from electricity to wheel propulsion is far more efficient than internal combustion engines. Additionally, charging with electricity costs significantly less per kilometer than purchasing fossil fuels.

3) Lower Maintenance Costs: EVs have far fewer moving parts (no engine oil, spark plugs, complex transmissions, fuel filters, or exhaust systems). This minimizes regular servicing expenses.
4) Instant Acceleration and Driving Comfort: Electric motors deliver maximum torque instantly, providing responsive acceleration, alongside a very quiet cabin due to the absence of engine vibrations.

b. Weaknesses:

1) High Initial Investment (Upfront Cost): The purchase price of a new electric vehicle still tends to be higher than conventional vehicles in the same class, primarily due to high battery production costs.
2) Charging Duration (Charging Time): Recharging an EV requires anywhere from 30 minutes (using ultra-fast DC charging) to several hours (using home AC charging), which is much longer than a 5-minute gasoline fill-up.
3) Range Anxiety: Limited battery capacity often causes drivers to worry about running out of power mid-journey, especially during long-distance intercity trips.
4) Resale Value Depreciation: The secondhand market for EVs is not yet mature due to consumer concerns regarding battery degradation as the vehicle ages.

2. External Factors (Opportunities and Threats)

a. Opportunities:

1) Regulatory Support and Government Incentives: Many countries (including Indonesia) provide tax incentives, exemptions from traffic restriction rules (such as odd-even policies), direct purchase subsidies, and future targets for phasing out conventional car sales.
2) Advancements in Battery Technology: Massive global research opens opportunities for the emergence of new battery technologies (such as Solid-State Batteries) that are cheaper, offer larger capacities, charge faster, and are safer.
3) New Infrastructure Business Opportunities: The opening of a vast new business niche, ranging from the provision of public EV charging stations (SPKLU), battery recycling industries, to battery swapping service providers.
4) Green Lifestyle Trend: The growing awareness among the younger generation (Millennials & Gen Z) regarding environmental issues creates a highly potential and loyal new consumer base for eco-friendly products.

b. Threats:

1) Uneven Charging Infrastructure: The slow development of charging stations, particularly in rural areas or intercity transit routes, could hinder public interest in making the switch.
2) The Energy Paradox (Dirty Power Sources): If the national electricity supply is heavily reliant on coal-fired power plants (PLTU), EVs are perceived as merely "shifting emissions" from highways to power plant locations.
3) Raw Material Supply Chain Uncertainty: Battery production is highly dependent on commodities such as Lithium, Cobalt, and Nickel. Geopolitical tensions or monopolies in raw material supplies could cause EV component prices to become volatile.
4) Disruption of the Local Components Industry and Jobs: A transition that happens too rapidly risks wiping out micro, small, and medium enterprises that manufacture conventional car parts (exhausts, filters, oils) and could lead to mass layoffs in traditional repair shops.

Strategic Recommendations for Transitioning from Conventional Vehicles to Electric Vehicles (EVs) Using IFAS, EFAS, and SPACE Matrix Methods

An evaluation of the internal and external conditions within the conventional automotive industry environment was conducted systematically through weighting, rating determination, and score calculation of the External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAS) matrices (Natalia & Masahere, 2026). This assessment phase is of vital importance in identifying the strategic position, while concurrently serving as the fundamental cornerstone for constructing strategies to increase electric vehicle adoption that are responsive to the dynamics and intense competition within the automotive industry (Hamima & Julia, 2026).

In its technical implementation, instrument weighting is classified within a scale range of 0 to 1 to reflect the degree of urgency of each indicator, with an absolute total accumulated weight value of 1. On the other hand, the rating assignment refers to a qualitative scale of 1 to 4 to measure the effectiveness of the automotive industry's capabilities in responding to each existing factor. The product of multiplying the weight and rating for each variable is then summed entirely to obtain the coordinate points that indicate the strategic position for conventional automotive manufacturers during the transition period.

Internal Strategic Factor Analysis (IFAS)

An analysis of internal instruments that maps the elements of strengths and weaknesses in transitioning from conventional vehicles to electric vehicles is implemented through the Internal Factor Analysis Summary, or IFAS, framework (Rangkuti, 2025). The identification of this internal dimension holds high strategic value because it represents the extent of automotive companies' capabilities to produce electric vehicles in infrastructure and battery supply chain development to achieve a sustainable competitive advantage, adopt technological updates in the automotive field, and stimulate the governance efficiency of the corporate transition (Pratama & Wijaya, 2026).

In the treasury of contemporary strategic management literature, the IFAS matrix is adopted as a diagnostic tool that functions to break down and calculate the weighted impact of each internal organizational variable (Setiawan, 2024). The utilization of this methodology allows a comprehensive evaluation of the transition condition from conventional to electric vehicle usage, thereby constructing a strong foundation to support the realization of the company's long-term strategic targets and vision (Sudarsono, 2024).

Table 1. IFAS Matrix EV Transition

No	Internal Strategic Factors (IFAS)	Value Wight	Ratings	Score
A	**STRENGTHS**			
1	Zero tailpipe emissions which is environmentally friendly	0.15	4	0.6
2	The operational costs of charging are much more economical than fossil fuels	0.12	4	0.48
3	Fewer engine components, reducing periodic maintenance costs (low maintenance)	0.1	3	0.3
4	High driving comfort (instant acceleration and quiet cabin)	0.08	3	0.24
	sub-Total	**0.45**		**1.62**
B	**WEAKNESSES**			
5	The initial purchase price of the vehicle (upfront cost) is relatively expensive due to the cost of the battery.	0.15	1	0.15
6	Charging time is much longer than the duration of filling up with fuel.	0.12	2	0.24
7	The phenomenon of range anxiety in consumers.	0.13	1	0.13

No	Internal Strategic Factors (IFAS)	Value Wight	Ratings	Score
8	Resale value is still fluctuating and tends to fall.	0.15	2	0.3
	sub-Total	**0.55**		**0.82**
	TOTAL INTERNAL SCORE	**1**		**2.44**

External Factor Analysis Summary (EFAS)

The identification and evaluation of external environmental dynamics, which encompass the elements of opportunities and threats in this transition, are conducted using the EFAS analysis instrument (Rangkuti, 2024). These external variables are inherently derived from fluctuations in the competitive landscape, shifting market trends, acceleration of automotive technology, and updates to regulations or government policies related to the automotive corporate sector.

In its implementation, the External Factor Analysis Summary (EFAS) serves as the primary foundation for formulating strategic policies due to its capability to map macro conditions in automotive policy systematically and measurably (Inggi et al., 2025). Through this approach, EFAS becomes a decisive instrument in long-term planning to mitigate external risks while simultaneously optimizing available opportunities.

Table 2. EFAS Matrix EV Transition

No	Eksternal Strategic Factors (EFAS)	Value Wight	Ratings	Score
A	**OPPORTUNITIES**			
1	Government regulatory support in the form of tax incentives and EV purchase subsidies.	0.15	4	0.60
2	The global trend toward a green lifestyle and net-zero emissions commitments. The potential for global research to develop new, cheaper battery technologies.	0.12	4	0.48
3	The global trend toward a green lifestyle and net-zero emissions commitments. The potential for global research to develop new, cheaper battery technologies.	0.10	3	0.30
4	New business opportunities from the downstream sector (SPKLU, battery exchange services, recycling).	0.08	3	0.24
	sub-Total	**0.45**		**1.62**
B	**THREATS**			
5	Charging infrastructure (SPKLU) is not yet evenly distributed outside of large cities.	0.15	1	0.15
6	National electricity supply still relies on coal (emission paradox).	0.13	2	0.26
7	Price fluctuations and scarcity of battery component raw materials (Lithium, Cobalt).	0.12	2	0.24
8	Mass disruption in the conventional spare parts industry ecosystem (MSMEs & workshops).	0.15	2	0.30
	sub-Total	**0.55**		**0.95**
	TOTAL INTERNAL SCORE	**1**		**2.57**

TabLe 3. SWOT Analysis

IFAS	Total	EFAS	Total
Strenghts	1,62	Opportunities	1,62
Weaknesess	0,82	Threats	0,95
X= S-W	0,80	Y = O-T	0,67

Based on the coordinates resulting from the SWOT analysis, namely (X = 0.80; Y = 0.67), the position of the transition from conventional vehicles to Electric Vehicles (EVs) lies in Quadrant I (Aggressive). This position reflects a highly advantageous condition, as the organization or industry possesses high internal strength combined with massive external opportunities. Therefore, the recommended approach is the SO (Strength–Opportunity)

Strategy or an aggressive strategy, which entails leveraging all existing strengths to seize and maximize available opportunities.

The implementation of this aggressive strategy in the transition toward electric vehicles can be executed by increasing investments in EV technology, developing charging infrastructure, utilizing government incentives, enhancing product innovation, and strengthening collaboration with various stakeholders. By capitalising on existing strengths and being backed by expanding market opportunities, the transformation process from conventional to electric vehicles holds highly promising prospects for achieving future growth and sustainability.

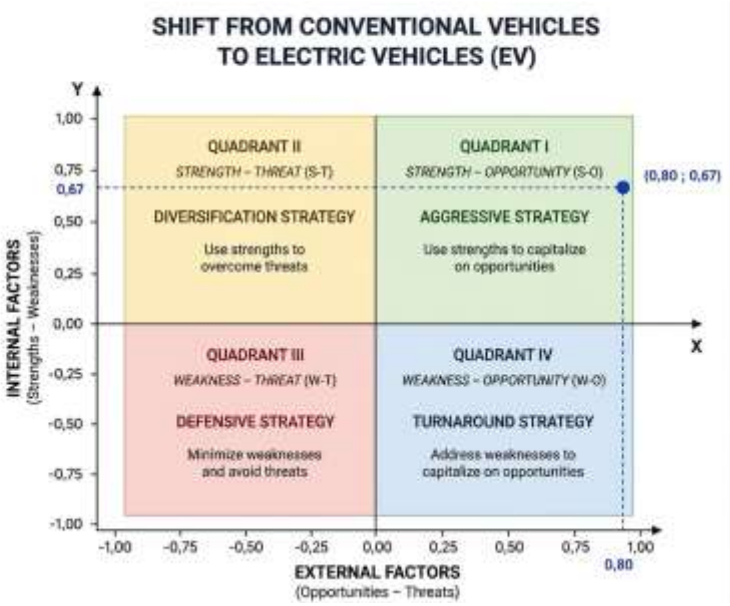

Figure 1. SWOT Analysis Quadrant Matrix

SWOT Matrix Analysis of the Electric Vehicle Transition

The SWOT matrix analysis is one of the strategic planning methods used to identify and evaluate internal and external factors that influence the success of the transformation from conventional fossil fuel-based vehicles to electric vehicles (EVs). Through this approach, various factors consisting of strengths, weaknesses, opportunities, and threats can be systematically analyzed to generate precise strategies in supporting the transition toward a more eco-friendly and sustainable transportation system.

The recommended approach in this quadrant is the SO (Strength–Opportunity) strategy, which leverages all existing strengths to seize and maximize available opportunities. The implementation of this strategy can be executed by increasing investments in battery technology research and development (R&D), expanding the network of public EV charging stations (SPKLU), strengthening collaboration between the government and the private sector, providing sustainable incentives, and enhancing public education regarding the benefits of electric vehicle usage. Consequently, the SWOT matrix analysis results indicate that the transition from conventional vehicles to Electric Vehicles (EVs) holds highly promising prospects for development. The dominance of strengths and opportunities over weaknesses and threats confirms that an aggressive growth strategy is the most appropriate approach to accelerate EV adoption, enhance transportation sector efficiency, and support the achievement of sustainable development targets and carbon emission reductions in the future.

Alternative strategies for the transition to electric vehicles (EVs) include:

a. Quadrant I (Strength–Opportunity/SO) – Aggressive Strategy

Quadrant I: indicates a condition where an organization or industry possesses immense internal strength combined with high external opportunities. In the context of the transition from conventional vehicles to Electric Vehicles (EVs), this position reflects that advancements in battery technology, rising public environmental awareness, highly supportive government regulations, and the global trend toward clean energy represent opportunities that can be optimized through various existing strengths. The strategy applicable in this quadrant is an aggressive strategy (growth-oriented strategy), which entails leveraging all strengths to seize available market opportunities. Its implementation can take the form of increasing investments in EV technology development, expanding the number of public EV charging stations (SPKLU), boosting EV production capacity, and strengthening collaboration among the government, the automotive industry, and energy providers. Through this strategy, the transformation toward electric vehicles is expected to accelerate the growth of a sustainable automotive industry and reduce dependency on fossil fuels.

b. Quadrant II (Strength–Threat/ST) – Diversification Strategy

Quadrant II: illustrates a condition where an organization possesses major strengths but faces various threats from the external environment. In the transition toward electric vehicles, threats may include high EV prices, limited supporting infrastructure, dependency on raw material imports for batteries, and intensifying global competition. The appropriate approach in this quadrant is a diversification strategy, which utilizes existing strengths to mitigate or overcome emerging threats. This can be applied through developing more efficient battery technology innovations, diversifying raw material sources, enhancing local industrial capabilities, and strengthening the domestic supply chain. Consequently, the EV industry can maintain its competitiveness amidst various external challenges.

c. Quadrant III (Weakness–Threat/WT) – Defensive Strategy

Quadrant III: shows an unfavorable situation as the organization faces significant internal weaknesses alongside high external threats. In the context of electric vehicles, this condition can occur if technological readiness, investment, human resources, and infrastructure remain limited while industrial competition and market uncertainty continue to rise. The recommended approach in this quadrant is a defensive strategy that focuses on minimizing weaknesses and avoiding threats. Strategy implementation can include operational cost efficiency, enhancing workforce competencies, strengthening supportive regulations, and managing investment risks more cautiously. The defensive strategy aims to sustain the continuity of the transition process until internal and external conditions become more conducive.

d. Quadrant IV (Weakness–Opportunity/WO) – Turnaround Strategy

Quadrant IV: reflects a condition where substantial external opportunities exist, yet the organization still possesses several internal weaknesses that hinder the exploitation of those opportunities. In the conventional vehicle-to-EV transition, rapidly growing market opportunities and government policy support may not yet be optimally utilized due to limitations in technology, infrastructure, or human resource readiness. The suitable approach in this quadrant is a turnaround or corrective strategy. The primary focus of this strategy is to rectify internal weaknesses so that the organization can manage its available opportunities. Steps that can be taken include increasing investments in research and development (R&D), building charging infrastructure, improving workforce competency through training, and strengthening cooperation with various relevant stakeholders. Through these improvements, the growth opportunities of the electric vehicle industry can be utilized more effectively.

3. Analysis of Financial Strength (FS), Competitive Advantage (CA), Environmental Stability (ES), and Industry Strength (IS) Using the SPACE Matrix for the Conventional to Electric Vehicle Transition

In the matching stage of strategy formulation, the SPACE Matrix serves as a crucial instrument. This analysis maps the position of the conventional to electric vehicle transition into four adaptive strategic quadrants: aggressive, conservative, defensive, or competitive (Mulyana & Ali, 2024; Wijaya & Pratama, 2024). The structure of the SPACE Matrix itself is formed by internal dimensions—Financial Strength (FS) and Competitive Advantage (CA)—and external dimensions—Environmental Stability (ES) and Industry Strength (IS) (David & David, 2023).

The synergy of these four primary parameters becomes the most vital indicator in determining the strategic policy direction for automotive companies. To dissect specific characteristics and establish the most appropriate strategic options, the assessment using the SPACE Matrix is applied through a systematic mathematical method with reference to the following empirical database:

Table 4. SPACE Matrix Analysis EV Transition

1. Financial Strenghts (FS) (+1 Worst: +6 Best)	**Mark**
EV industry investment support	1,50
EV operational cost efficiency	1,00
Growth of the electric vehicle market	1,25
Government incentives	0,80
FS Total	4,55
2. Competitive Advantage (CA) (-6 Worst: -1 Best)	
EV prices are still high	-1,20
Limited charging infrastructure	-1,00
Dependence on battery imports	-0,75
Public literacy regarding EVs	-0,60
CA Total	-3,55
3. Environmental Stability (ES) (-6 Worst: -1 Best)	
Fluctuations in battery raw material prices	-1,20
Rapid technological change	-0,75
Automotive industry competition	-1,00
Global economic uncertainty	-0,60
ES Total	-3,55
4. Industry Strenght (IS) (+1 Worst: -+6 Best)	
Growth of the global EV industry	1,50
Battery technology innovation	1,00
Support environmental regulations	1,25
Demand for environmentally friendly vehicles	0,80
IS Total	4,55

Furthermore, based on the previously compiled data tabulation, the average value for each indicator forming the axes of the SPACE Matrix is calculated as follows:

Average value of FS = (1.50 + 1.00 + 1.25 + 0.80) / 4 = 4.55

Average value of CA = (-1.20 - 1.00 - 0.75 - 0.60) / 4 = -3.55

Average value of ES = (-1.20 - 0.75 - 1.00 - 0.60) / 4 = -3.55

Average value of IS = (1.50 + 1.00 + 1.25 + 0.80) / 4 = 4.55

The accumulation of these average values is subsequently used as a mathematical foundation to determine the vector coordinate points, which will indicate the strategic policy direction for the conventional vehicle transition.

Axis	Formula	calculation	Result
X (Internal)	IS+CA	4,05 + (-3,55)	1,00
Y (Eksternal)	FS+ES	4,55 + (-3.55)	1,00

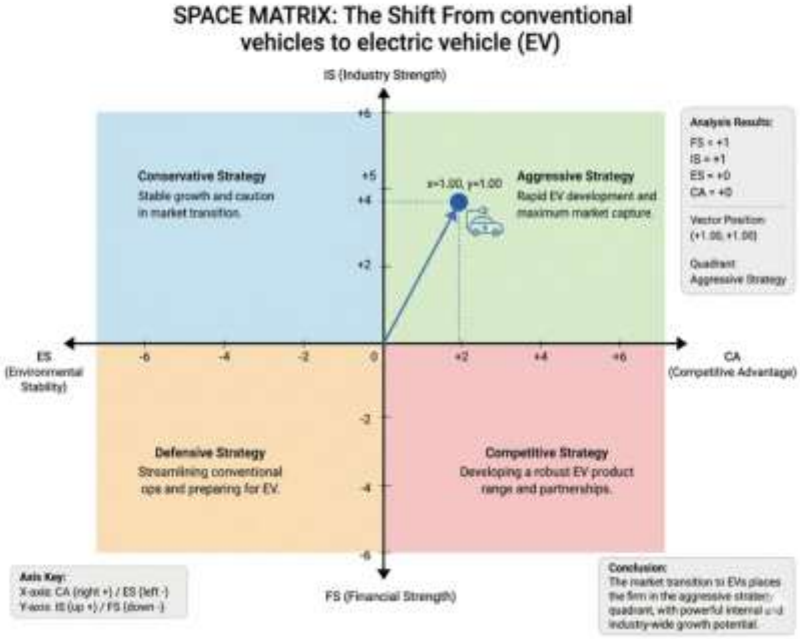

Figure 2. Kuadran Matrix Chart

Analysis of SPACE Quadrant Characteristics

The SPACE Matrix framework is divided into four quadrant regions, where each quadrant generates specific strategic orientation recommendations to enhance the industrial transition toward electric vehicles, as follows:

a. **Quadrant I (Aggressive):** This position signifies an organization or industry in a highly prime growth condition. In the context of the conventional vehicle transition, this quadrant demands an aggressive policy narrative. The industry is advised to fully leverage its internal strengths to execute rapid market penetration, invest heavily in new technology development, and take maximum risks to dominate the future market.

b. **Quadrant II (Conservative):** This position indicates that the transition is characterized by utmost caution. Companies tend to focus on maintaining core competencies and do not take major risks in transitioning to new technologies, opting instead for stable and secure growth options.

c. **Quadrant III (Defensive):** This position reflects a critical condition where the industry focuses on operational survival. The primary measures involve internal improvement (turnaround), cost efficiency, or even withdrawing from unprofitable markets to sustain the viability of the remaining conventional vehicle segments.

d. **Quadrant IV (Competitive):** In this quadrant, the industry possesses good competitiveness but is hindered by financial limitations or external environmental instability. Policies will be directed toward forming strategic partnerships (joint ventures) and expanding product variety to compete in the transition market.

The SPACE analysis results indicate that the transition from conventional vehicles to Electric Vehicles lies within the Aggressive Quadrant. This condition illustrates that the electric vehicle industry possesses reasonably good industrial strength and financial potential, yet it still faces intense competitive challenges and business environment instability. The high Financial Strength score indicates strong investment support, rising market demand, and various government incentives that drive electric vehicle adoption. Additionally, the lower operational costs of EVs compared to fossil-fuel vehicles serve as a primary supporting factor. In the Industry Strength dimension, advancements in battery technology, growing environmental awareness, and global decarbonization policies reinforce the long-term prospects of the electric vehicle industry.

Nevertheless, the Competitive Advantage dimension shows that barriers still exist in the form of relatively high electric vehicle prices, limited charging stations, and dependency on battery raw materials. These factors cause market competition to become increasingly intense. Meanwhile, Environmental Stability indicates instability due to rapid technological changes, price fluctuations of battery minerals such as nickel and lithium, and global competition among automotive manufacturers in developing EV technology.

CONCLUSION

The conclusions that can be drawn from the results and discussion above are as follows:

1. Based on the analysis of internal and external factors, internally, electric vehicles possess major advantages in terms of eco-friendliness (zero emissions), operational cost efficiency, minimal maintenance, and driving comfort. However, their adoption is still hindered by high initial purchase costs, long charging times, range anxiety, and resale value uncertainty. Externally, the future of EVs is strongly supported by government incentives, battery technology innovations, potential new infrastructure business niches, and green lifestyle trends. Nevertheless, the industry faces serious threats in the form of uneven charging infrastructure, the emissions paradox from coal-fired electricity, raw material supply chain uncertainties for batteries, and the risk of job disruptions within the conventional automotive industry.
2. The calculation results of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices yield the coordinate points of (0.80, 0.67). This position lies in Quadrant I, indicating a highly advantageous situation for the transition toward electric vehicles. It demonstrates that the existing internal strengths (such as technological or resource readiness) are highly capable of overcoming internal weaknesses. Being situated in Quadrant I (Strength–Opportunity), the strategy that must be implemented is an Aggressive Strategy by leveraging strengths to capture opportunities. In the context of the EV transition, organizations or industry players are advised to pursue massive expansion, maximize market penetration, and accelerate investments in supporting infrastructure to seize the rapidly growing electric vehicle market opportunities.
3. Based on the SPACE analysis results, it is shown that the transition from conventional vehicles to Electric Vehicles lies within the Aggressive Quadrant. This condition illustrates that the electric vehicle industry possesses reasonably good industrial strength and financial potential, yet it still faces intense competitive challenges and business environment instability. The high Financial Strength value indicates strong investment support, rising market demand, and various government incentives that drive electric vehicle adoption.

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