

Strategy formulation for the career preparation guidance program of the EduTech Startup Brofesional.id

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ABSTRACT

This study aims to formulate development strategies and determine the priority strategies applicable to the Career Preparation Guidance Program of the edutech startup Brofesional.id. This research began by analyzing the internal and external factors influencing the program. An analysis was conducted to identify the program's strengths, weaknesses, opportunities, and threats. To formulate strategies, this study applies the principles of strategic management and utilizes various analytical tools, including the IFE, EFE, SWOT, IE, and QSPM matrices. The findings indicate that the most feasible strategy for Brofesional.id is to enhance promotional activities through regular collaborations with government agencies. This suggested approach is supported by a QSPM analysis score of 4.807.

Keywords: IE Analysis; IFE and EFE Analysis; QSPM Analysis; SWOT Analysis.

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1. INTRODUCTION

Indonesia's population continues to grow rapidly. In 2022, the population increased by 1.1%, from 272.7 million to 275.7 million people, with 69.25% in the productive age group (Kusnandar, 2023). However, this demographic bonus is accompanied by a persistently high unemployment rate, reaching 8.4 million people or 6% of the total labor force (Kompas Data, 2023). This condition reflects a structural imbalance between the labor supply and employment opportunities, which, in turn, intensifies competition in the labor market. The government has attempted to address this issue through job creation programs funded by the state budget (APBN) in the education, health, and infrastructure sectors and through joint recruitment initiatives implemented by state-owned enterprises (SOEs) (FHCI BUMN, 2024). Nevertheless, studies indicate that the average waiting time for university graduates to obtain employment ranges from 1.08 to 11.30 months, underscoring the importance of career readiness for job seekers (Friska, 2021).

This situation highlights the urgent need for career preparation guidance programs that equip graduates with both technical and soft skills to enhance their employability. Prior research confirms that employability skills such as communication, adaptability, and problem-solving are crucial in determining success in the labor market (Bridgstock, 2009; Clarke, 2018; Pool & Sewell, 2007). Meta-analyses have demonstrated that school career guidance programs can significantly improve students' abilities and career readiness (Sharapova et al., 2023). Training and Placement Cells in universities have also been shown to play a significant role in improving students' career readiness and their transition to the workforce (Panakaje et al., 2024). Furthermore, structured career guidance programs are highly effective in boosting high school students' adaptability and helping them make better career decisions (Wang et al., 2024). Career counseling programs have also been shown to be effective in enhancing students' readiness to enter the workforce, strengthening their relevance in the university context (Alnajjar & Abou Hashish, 2024).

In Indonesia, vocational education also faces challenges regarding graduates' job readiness. According to a systematic literature review, student job readiness is significantly influenced by key elements such as curriculum alignment, teaching quality, and industry collaboration (Suroto et al., 2024). Therefore, it is crucial for academic preparation and practical training to work together to meet industry needs.

Seeing this opportunity, Brofesional.id in Yogyakarta, founded in 2012, launched a career preparation guidance program in 2018. Although the number of participants in this program continues to increase, Brofesional.id faces competition from competitors such as Skill Academy, Udemy, and Karier.mu, as well as difficulties in increasing its visibility in the wider market. This could interrupt Brofesional.id's long-term growth if not addressed with the right strategy. Strategic management tools such as SWOT, Internal–External (IE) Matrix, and Quantitative Strategic Planning Matrix (QSPM) have been widely used to analyze organizational conditions and determine strategic priorities for sustainable growth (David & David, 2016; Jackson et al., 2024; Phadermrod et al., 2019).

Studies on post-COVID-19 business development (Adiyatna, 2022) show that adaptive strategies are crucial for sustainability in the face of external challenges. These findings are highly relevant for Brofesional.id, as they design long-term adaptive strategies to enhance their competitiveness.

Based on this background, this study aims to formulate and prioritize development strategies for the Career Preparation Guidance Program of Brofesional. id. The findings are expected to contribute theoretically by enriching the strategic management literature in the Edutech sector and providing practical, actionable recommendations for startups seeking to enhance their competitiveness in Indonesia's dynamic labor market.

2. LITERATURE REVIEW

2.1 Strategic Management

Strategic management involves planning, implementing, and evaluating cross-functional decisions within an organization to achieve long-term objectives. It is defined as a systematic effort to align an

organization's internal strengths with its external opportunities and threats (David & David, 2016). Through strategic management, organizations can identify and leverage their strengths while simultaneously minimizing weaknesses and addressing challenges in the business environment.

2.2 SWOT Analysis

A SWOT analysis is an analytical tool used to identify the strengths, weaknesses, opportunities, and threats within an organization. This tool has been widely applied in various sectors, including the educational sector, to help formulate effective strategies. Tutoring institutions use SWOT analysis to understand their market position, identify internal and external factors, and create strategies that adapt to environmental changes (David & David, 2016).

2.3 Internal–External (IE) Analysis

Internal-External (IE) analysis is a tool used to identify an organization's strategic position by combining the results of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) analyses. The IE matrix facilitates organizations in understanding their current strategic position from nine matrix cells that reflect their internal and external conditions. Through this analysis, organizations can determine the most appropriate strategy based on their position in the matrix, such as product development, market penetration, or diversification (David & David, 2016).

2.4 Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a strategic analysis tool used to evaluate the relative attractiveness of various alternative strategies. This instrument prioritizes strategies based on their attractiveness scores against key internal and external factors. Through QSPM, decision-makers can compare alternative strategies and select the most effective strategy based on the SWOT analysis findings. The QSPM is an appropriate instrument for organizations with multiple alternative strategic options that need to prioritize those that best align with long-term goals (David & David, 2016).

3. METHOD

This study aims to formulate and prioritize strategies for the Profesional.id Career Preparation Guidance Program. The method used is qualitative research, which aims to provide an overview of the current situation and conditions, allowing for the determination of the most effective strategies.

This study utilized primary and secondary data sources. Primary data was obtained through comprehensive interviews, focus group discussions (FGDs), and questionnaires from eight respondents, who were managers of Profesional.id: the president director, the head of the sales, marketing, and business development department, the head of the admissions and finance department, the head of the academic and operational department, the head of the information and technology department, the head of the business development division, the head of the academic division, and the head of the operational division. Secondary data was obtained through sales records, business operational reports, and Profesional.id's social media accounts.

The process of data management and analysis follows the stages of strategy formulation, according to David and David (2016). The initial stage involved identifying internal and external factors for Profesional.id through interviews with respondents. Furthermore, the weighting and ranking of internal and external factors were carried out by filling out the questionnaire by the respondents so that the total score of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) was obtained. The results of the total IFE and EFE scores are used to map the internal-external matrices to formulate alternative strategies according to the conditions of Profesional.id. Internal and external factors were

analyzed using a SWOT matrix. The final stage of strategy formulation is carried out using the QSPM to determine the main strategy priorities.

4. RESULT AND DISCUSSION

4.1 Internal Environment Analysis

The internal factors of brofesional.id are categorized as strengths and weaknesses. The ten strengths and weaknesses identified from the interviews and surveys with respondents are presented in Table 1. The dominant strengths of Brofesional.id are primarily in its management, while its main weaknesses lie in its technology.

The weight value of each factor that reflects the relative significance of these internal environmental factors was obtained from the results of distributing questionnaires to eight respondents (David and David, 2016). The rating column determines the condition of Brofesional.id between 1-4 which is determined by filling out the questionnaire by the respondents. The weighted score is the product of weight and rating.

The IFE matrix results show that the primary strength of Brofesional.id is its success rate in guiding students to pass entrance examinations, with a weighted average score of 0.223. However, the main weakness is the absence of a user-friendly application, with a weighted average score of 0.116. The total IFE matrix score is 3.056, indicating that the internal position of Brofesional.id is classified as strong. See Table 1

Table 1. IFE Matrix of Brofesional.id

Key Internal Factors		Weight	Rating	Weighted Score
Strengths				
S1	12 years of experience and recipient of the MURI Award	0,056	3,875	0,216
S2	High success rate in guiding students to pass admission tests	0,056	4,000	0,223
S3	Tutors' teaching experience and willingness to continuously adapt	0,054	4,000	0,216
S4	Interactive learning system and personalized treatment with students	0,052	3,875	0,203
S5	Availability of a re-coaching guarantee system	0,047	3,625	0,171
S6	High service quality and credibility of the guidance program	0,052	3,875	0,203
S7	Strong collaboration with multiple institutions	0,056	4,000	0,223
S8	Organic product and marketing content	0,049	3,625	0,177
S9	Comprehensive and regularly updated e-learning facilities	0,056	3,625	0,202
S10	Systematic management information system, updated periodically	0,054	3,875	0,209
Total Strength Score				2,042
Weaknesses				
W1	Limited human resources	0,047	2,125	0,100
W2	Lack of focus on employee development	0,047	2,125	0,100
W3	Employee productivity fluctuates depending on program events	0,047	2,125	0,100
W4	Policies, procedures, and SOPs not yet documented	0,052	1,750	0,091
W5	Limited promotional budget	0,051	2,000	0,101
W6	Promotion not yet effectively communicated	0,051	2,250	0,114
W7	Operations concentrated in Yogyakarta with limited accessibility	0,040	2,500	0,100
W8	Inadequate supporting facilities for guidance programs	0,042	2,375	0,099
W9	Dispersed information systems across platforms, applications, and departments	0,044	2,125	0,093
W10	Lack of a user-friendly application	0,049	2,375	0,116
Total Weakness Score				1,014
Total Weight		1		
Total IFE Matrix Score				3,056

4.2 External Environment Analysis

Using a procedure similar to the internal environment analysis, this analysis considered ten opportunity factors and ten threat factors that impact Brofesional.id. Based on the results of the EFE matrix analysis, the main opportunity identified for Brofesional.id is the strong interest among consumers in securing employment within the public sector, with a weighted average score of 0.229. However, the primary threat faced by Brofesional.id is the increasing diversity of student backgrounds, requiring varied treatment approaches, with a weighted average score of 0.113. Furthermore, the total EFE matrix score of 2.800 indicates that the external conditions of Brofesional.id are classified as favorable (Table 2).

Table 2. EFE Matrix of Brofesional.id

Code	Key External Factors	Weight	Rating	Weighted Score
Opportunities				
O1	Job vacancies are consistently available	0.048	3.5	0.169
O2	Located in Yogyakarta Special Region, a major educational hub	0.05	3.75	0.188
O3	More than 50% of Indonesia's population is of productive age	0.055	3.625	0.201
O4	Shift in student preferences toward soft skills	0.048	3.5	0.169
O5	High consumer interest in pursuing careers as public sector employees	0.057	4	0.229
O6	Formal collaborations regularly scheduled with many government institutions	0.054	4	0.214
O7	Student activities more integrated within a single website	0.048	3.75	0.181
O8	AI facilities available to support students	0.045	3.5	0.156
O9	Few competitors providing specialized career preparation programs tailored to individual companies	0.05	3.875	0.194
O10	Expanding outreach through partnerships with educational influencers	0.054	3.75	0.201
Total Opportunity Score				1.9
Threats				
T1	Competitors offering programs at much lower prices	0.041	2.375	0.098
T2	Unstable economic conditions	0.046	1.875	0.087
T3	Shift in educational trends toward self-learning	0.046	2.375	0.11
T4	Increasing student diversity influencing variations in treatment	0.05	2.25	0.113
T5	Current youth workforce has lower work ethic and higher turnover rates	0.046	2.125	0.099
T6	Opening of several guidance programs depends on government selection	0.055	1.875	0.104
T7	Potential changes in policies and regulations	0.054	1.375	0.074
T8	Lack of unique technological innovation	0.046	1.125	0.052
T9	Potential risk of hackers breaching company data	0.055	1.375	0.076
T10	Increasing number of competitors, particularly in Yogyakarta	0.05	1.75	0.088
Total Threat Score				0.899
Total Weight		1		
Total EFE Matrix Score				2.8

4.3 SWOT Analysis

Using the internal and external factors from the IFE and EFE matrices, a SWOT analysis was conducted to formulate strategic alternatives for Profesional.id based on the company's strengths, weaknesses, opportunities, and threats.

The SWOT analysis results generated six alternative strategies that can be implemented by Profesional.id:

SO Strategy: Partnering with influencers to enhance promotional activities (S1, O10).

WO Strategy: Increasing promotional activities through regular collaborations with government agencies (W6, W5, O6).

ST Strategy: Developing mentoring programs for subject-specific competency tests (S2, T10) and reducing prices through bundled offers (S3, S4, S6, T1).

WT Strategy: Offering soft skills training classes (W3, T6) and developing a learning application (W10, T8).

4.4 Internal–External Matrix Analysis

The total weighted scores of internal and external factors are used to analyze the internal-external matrix, which determines Profesional.id's relative position within the three strategic categories. With a total internal factor score of 3.056 and an external factor score of 2.800, Profesional.id is in cell IV of the matrix (Figure 1). In this position, profesional.id is advised to use vertical integration strategies, horizontal integration, market penetration, market development, and product development (David & David, 2016).

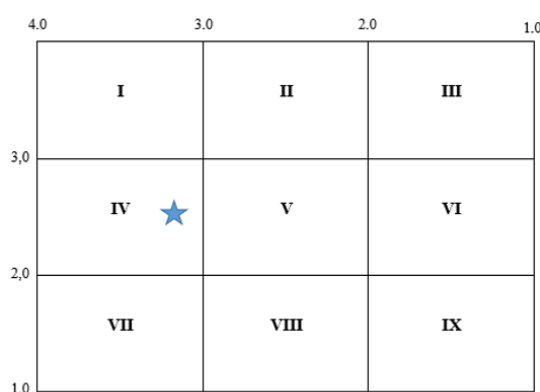


Figure 1. Internal-External Matrix

4.5 QSPM Analysis

The QSPM analysis was used to assess the relative attractiveness of various strategic alternatives against profesional.id's key internal and external factors. The strategic priorities based on the QSPM analysis results of the six strategic alternatives obtained through the SWOT analysis are presented in Table 3.

The value in the Attractiveness Scores (AS) column is obtained from the assessment of forty internal and external factors. The AS represents a numerical value that reflects the relative attractiveness of each strategy in addressing a given internal or external factor. A score of 1 indicates that the factor is not attractive for the proposed strategy, with the scale ranging from 1 (not attractive), 2 (somewhat attractive), 3 (reasonably attractive), to 4 (highly attractive). The term "attractive" refers to the extent to which a strategy, compared to other alternatives, enables the organization to leverage its strengths, address its weaknesses, exploit opportunities, or mitigate threats.

The Total Attractiveness Scores (TAS) were calculated by multiplying the assigned weight of each factor by its AS. At the bottom of the table, the TAS values of all strategies were summed to obtain the

Sum Total Attractiveness Scores (STAS). The strategy with the highest STAS value indicates the most appropriate option to be prioritized for implementation design.

Table 3. Results of QSPM Analysis

No	Weight	Alternative Strategies											
		SO Strategy		WO Strategy		ST Strategy				WT Strategy			
		SO		WO		ST1		ST2		WT1		WT2	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strengths													
S1	0,056	4	0,223	4	0,223	3	0,167	1	0,056	4	0,223	4	0,223
S2	0,056	4	0,223	4	0,223	4	0,223	1	0,056	3	0,167	4	0,223
S3	0,054	2	0,108	2	0,108	3	0,162	1	0,054	4	0,216	3	0,162
S4	0,052	3	0,157	3	0,157	4	0,209	1	0,052	2	0,105	4	0,209
S5	0,047	2	0,094	2	0,094	3	0,141	1	0,047	1	0,047	1	0,047
S6	0,052	4	0,209	4	0,209	2	0,105	1	0,052	2	0,105	4	0,209
S7	0,056	3	0,167	4	0,223	2	0,111	3	0,167	2	0,111	2	0,111
S8	0,049	4	0,195	4	0,195	2	0,098	1	0,049	1	0,049	2	0,098
S9	0,056	2	0,111	2	0,111	4	0,223	2	0,111	2	0,111	4	0,223
S10	0,054	1	0,054	1	0,054	1	0,054	1	0,054	1	0,054	4	0,216
Weaknesses													
W1	0,047	4	0,188	1	0,047	1	0,047	1	0,047	1	0,047	4	0,188
W2	0,047	1	0,047	1	0,047	1	0,047	1	0,047	1	0,047	1	0,047
W3	0,047	1	0,047	1	0,047	1	0,047	1	0,047	1	0,047	1	0,047
W4	0,052	1	0,052	1	0,052	1	0,052	1	0,052	1	0,052	1	0,052
W5	0,051	3	0,152	4	0,202	1	0,051	4	0,202	1	0,051	1	0,051
W6	0,051	4	0,202	4	0,202	1	0,051	4	0,202	1	0,051	1	0,051
W7	0,040	4	0,160	4	0,160	1	0,040	1	0,040	1	0,040	1	0,040
W8	0,042	1	0,042	1	0,042	4	0,167	1	0,042	1	0,042	4	0,167
W9	0,044	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044
W10	0,049	1	0,049	1	0,049	1	0,049	1	0,049	1	0,049	4	0,195
Opportunities													
O1	0,048	3	0,145	4	0,193	1	0,048	4	0,193	4	0,193	4	0,193
O2	0,050	3	0,150	4	0,200	1	0,050	4	0,200	1	0,050	1	0,050
O3	0,055	3	0,166	4	0,221	1	0,055	4	0,221	4	0,221	1	0,055
O4	0,048	1	0,048	1	0,048	4	0,193	1	0,048	4	0,193	1	0,048
O5	0,057	3	0,171	4	0,229	1	0,057	4	0,229	1	0,057	1	0,057
O6	0,054	1	0,054	4	0,214	1	0,054	4	0,214	1	0,054	1	0,054
O7	0,048	1	0,048	1	0,048	4	0,193	1	0,048	1	0,048	4	0,193
O8	0,045	1	0,045	1	0,045	1	0,045	1	0,045	1	0,045	4	0,179
O9	0,050	3	0,150	3	0,150	4	0,200	4	0,200	4	0,200	4	0,200
O10	0,054	4	0,214	2	0,107	1	0,054	4	0,214	1	0,054	1	0,054
Threats													

T1	0,041	3	0,123	3	0,123	1	0,041	4	0,164	1	0,041	1	0,041
T2	0,046	1	0,046	4	0,186	1	0,046	4	0,186	1	0,046	1	0,046
T3	0,046	2	0,093	1	0,046	2	0,093	2	0,093	2	0,093	4	0,186
T4	0,050	1	0,050	1	0,050	4	0,200	1	0,050	3	0,150	3	0,150
T5	0,046	1	0,046	1	0,046	1	0,046	1	0,046	1	0,046	1	0,046
T6	0,055	1	0,055	1	0,055	4	0,221	1	0,055	4	0,221	1	0,055
T7	0,054	1	0,054	1	0,054	1	0,054	1	0,054	4	0,214	1	0,054
T8	0,046	1	0,046	1	0,046	1	0,046	1	0,046	1	0,046	4	0,186
T9	0,055	1	0,055	1	0,055	1	0,055	1	0,055	1	0,055	4	0,221
T10	0,050	3	0,150	4	0,200	1	0,050	4	0,200	3	0,150	1	0,050
TAS			4,435		4,807		3,889		4,033		3,835		4,721

The results of the QSPM (Table 3) indicate that the first priority strategy for Profesional.id is to enhance promotional activities through regularly scheduled collaborations with government agencies, with a TAS score of 4.807. This is followed by the strategy of developing a more user-friendly learning application (TAS = 4.721), partnering with influencers to increase promotion (TAS = 4.435), reducing prices through bundled offers (TAS = 4.033), developing new mentoring programs for civil service recruitment competency tests (TAS = 3.889), and, lastly, offering soft skills training classes (TAS = 3.835).

5. CONCLUSION

The most recommended strategy for Profesional.id is to increase promotional activities by regularly and consistently collaborating with government agencies, a finding confirmed by the highest QSPM score. This approach is expected to strengthen the company's competitiveness and support its sustainable growth in an increasingly competitive market.

The limitations of this study lie in the qualitative method employed, as it may not fully capture the complexity of the current situation. Future research should therefore adopt a quantitative or a mixed-methods approach, as well as to incorporate additional variables or proxies to enrich the analysis.

Ethical Approval

This study did not involve human participants requiring ethical approval.

Informed Consent Statement

All participants were informed about the purpose of the study, and verbal informed consent was obtained prior to data collection. Participation was voluntary, and all responses were kept confidential and used solely for academic purposes.

Authors' Contributions

HRA contributed to conceptualization, supervision, and validation. FB contributed to methodology, formal analysis, data curation, writing – original draft preparation editing.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Data Availability Statement

The data presented in this study are not publicly available due to privacy reasons.

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