

ABSTRACT

ASEAN Economic Community (AEC) is an economic integration of ASEAN member countries held in 2015. One of the economic development programs in AEC is empowering Micro, Small and Medium Enterprises (SMEs). SMEs have an important role in the national economy, such as major players in the various sectors of the economy, the largest provider of employment, and its contribution in a country economic activity. However, SMEs face many problems both financial and non-financial issues. If we reminding the importance of the role of SMEs, so we need the strategies to develop SMEs.

This study aims to formulate business strategies Small and Medium Industries (SMI) in the Cibaduyut shoe industry center. Strategy formulation is done using a three-stage strategy formulation. The first stage uses EFE and IFE matrix combined with the Analytic Hierarchy Process (AHP) to determine the weight of the EFE and IFE matrix, the second stage using SWOT matrix, while the third stage is used for decision making matrix QSPM. This study includes a descriptive study with a qualitative approach. Data collected through interviews, observation, documentation and study of literature.

The results showed a score of EFE matrix is 2.967 and a score of IFE matrix is 1,923, so that the position of the Cibaduyut shoe industry center in the diagram SWOT analysis is in kuadran 1, which is a agresive strategies. The top priority strategy based on the evaluation of the QSPM Matrix is to create an online application for showing their product, especially based on mobile application.

Keywords: EFE, IFE, AHP, SWOT, QSPM, SMEs