

ABSTRACT

This research is motivated by the level of global competition in the furniture export industri. Although Indonesia has abundant timber resource potential and a broad target market, its export performance is only able to fill the world market at $\pm 1.2\%$, which Indonesia competes with Vietnam and Malaysia.

Domestic constraints such as high labor costs and production costs have caused PT Kurnia Anggun to experience a reduction in market share. In addition, PT Kurnia Anggun still does not have a strategy to compete in its business environment. For this reason, an appropriate strategy formulation is needed so that the company can achieve its vision, which is expanding its business.

This research using three phase, which the input stage, the matching stage and the decision stage. The input stage is done using strategic management tools, which IFE, EFE dan CPM. The matching stage are carried out with several strategic tools, the IE matrix, Grand Strategy dan SWOT matrix. The decision stage use QSPM as a tool that will determine the best strategy. The research method used is the combination of descriptive qualitative and quantitative method where quantitative is used to facilitate the qualitative. Sampling was done by purposive sampling method with the number of speakers as many as 6 respondents who came from the manager line and 1 person from furniture associations. The research used credibility test through source triangulation and member check to uncover interview instruments.

The results showed EFE Matrix score of 2.82 and IFE Matrix score of 2.79, so that the position of PT Kurnia Anggun in the IE Matrix is in quadrant V, which the hold and maintance strategy. At the CPM Matrix showed that PT Kurnia Anggun is at the second potition compare wits it's competitors. The strategy that is the main priority based on evaluation with the QSPM Matrix is product development strategy.

The recommendation strategy for PT Kurnia Anggun in facing global business competition is to develop products through customization services of various quality levels, styles and segment.

Keywords: CPM, EFE, Furniture industries, IFE, SWOT, QSPM