

ABSTRACT

Qolbi Khodijah is a Micro, Small, and Medium Enterprise (MSME) operating in the Muslim fashion sector since 2016. In response to increasingly intense market competition, this study's aim is to identify the external and internal factors that influence Qolbi Khodijah's marketing strategy and to determine its strategic priorities. External factors were analyzed using the Political, Economic, Social, and Technological (PEST) framework, while internal factors were examined through the Strengths, Weaknesses, Opportunities, and Threats (SWOT) approach. Strategy prioritization was conducted by the combination of the Analytical Hierarchy Process (AHP) and the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) methods. The findings indicate that the highest priority strategy was A2 (digital services) with a preference value of 0.5184, followed by A1 (brand awareness) at 0.5066, A5 (syar'i design and material quality) at 0.4999, A6 (employee skills development) at 0.4124, A4 (ready stock system) at 0.3696, and A3 (distribution and production efficiency) at 0.3590. Validation using a confusion matrix showed a 100% accuracy rate between the system and the owner's assessment. These findings affirm the effectiveness of the AHP-TOPSIS approach in representing decision-maker preferences and its potential as a strategic decision support tool for broader MSME applications.

Keywords: *AHP, Marketing Strategy, PEST, SWOT, TOPSIS.*