

## Confronting Strategies of NAFED and Indonesian SMEs: Analysis Using AHP-Game Theory to Enhance Export Performance

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### Abstrak

Berdasarkan data, porsi terhadap total unit usaha dan pertumbuhan tahunan UKM di Indonesia cukup besar. Namun demikian sektor ini ternyata belum mampu memberikan kontribusi yang signifikan terhadap perekonomian nasional. Sampai saat ini, kemampuan untuk mengenali pasar ekspor, mengembangkan produk dan memasuki pasar asing masih menjadi tantangan utama UKM Indonesia. Badan Pengembangan Ekspor Nasional (BPEN) sebagai lembaga promosi ekspor nasional telah melaksanakan beragam program untuk mendukung UKM dalam hal memposisikan produk dan layanan jasa di pasar global yang sangat kompetitif. Karenanya, tesis ini bertujuan untuk menyusun skala prioritas pada berbagai program pengembangan ekspor UKM yang telah dilaksanakan oleh BPEN maupun dilakukan oleh UKM secara mandiri. Selanjutnya dilakukan analisa atas berbagai kombinasi strategi BPEN dan UKM yang mampu meningkatkan performa ekspor UKM di Indonesia secara optimal. Skala prioritas dan kombinasi strategi tersebut dikaji dengan menggunakan AHP dan Game Theory dengan berdasar pada persepsi BPEN, pelaku usaha dan akademisi. Hasil penelitian memperlihatkan bahwa kombinasi strategi UKM dan BPEN tidak mampu meraih titik keseimbangan tertinggi, dan karenanya keseimbangan Pareto maupun Nash tidak terwujud. Ini disebabkan adanya perbedaan sudut pandang antara UKM dan BPEN dalam proses pengembangan strateginya masing-masing.

.....Base on existing data, the share and the annual growth of SMEs in total number of Indonesian enterprises relatively high. However, the export of Indonesian SMEs has not contributed a significant value added to Indonesian economy yet. Until now, capability to recognize exporting market, improving variety of products and accessing foreign market are still major challenges for Indonesian SMEs. The National Agency for Export Development (NAFED) as national trade promotion organization has already implemented various programs in order to assist Indonesian SME exporters for positioning their products and Services better, so that they are enabling to survive in the high competitive global markets. Thus, the objective of this study is to make a rating priority on various SMEs export promotion programs that have been executed by NAFED and actualized by the SMEs and to analyze various strategy combinations of NAFED and SMEs which are able to enhance export performance of the Indonesian SMEs optimally. These rating priorities and strategic balance which are commonly called as combination of strategy developed by using Analytical Hierarchy Process (AHP) and Game Theory Model based on NAFED, the business community (SMEs exporters) and academician perceptions. This study concludes that the combination strategies of SMEs and NAFED is unable to reach highest strategic balance, hence Pareto or Nash Equilibrium does not exist. It is caused by different point of view between SMEs and NAFED's strategy development process for each party.