

Article

Marketing Strategy of Kretek Cigarettes “Semar Manthoel” Product PR. Yasin Jaya Abadi in Jember Regency

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Abstract: PR. Yasin Jaya Abadi is a small-medium enterprise (SME) engaged in the production of kretek (clove) cigarettes in Jember Regency. Despite operating since 2021 with its flagship product “Semar Manthoel,” the company continues to face marketing challenges, relying solely on traditional methods such as word-of-mouth and limited social media use. This highlights a significant research gap regarding the effectiveness of marketing strategies among local kretek brands. This study aims to: (1) analyze internal and external factors influencing the company’s marketing performance, (2) formulate alternative marketing strategies, and (3) identify the most suitable priority strategy. Using IFE, EFE, SWOT, IE, and QSPM matrix analyses, the findings reveal that the most effective strategy is to enhance product characteristics and leverage a strategic location to reach a wider market, with the highest total attractiveness score (TAS = 7.625). This strategy significantly contributes to increasing market share and strengthening competitive positioning. The results offer valuable insights for SMEs in the tobacco sector seeking to improve marketing effectiveness and sustainability in a highly competitive industry.

Keywords: Marketing Strategy; Cigarettes; SWOT; QSPM

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1. Introduction

Tobacco (*Nicotiana tabacum* L.) is a seasonal plantation crop that plays a significant role in Indonesia’s economy. The tobacco industry supports around 10 million people, including farmers, factory workers, and those engaged in logistics and marketing. In 2022, tobacco excise contributed IDR 218.62 trillion to national revenue (Ministry of Finance, 2022). In East Java, Jember is one of the key regions for tobacco cultivation and kretek cigarette production, often referred to as the “City of Tobacco.”

Despite this potential, small and medium-sized enterprises (SMEs) in the tobacco sector still face several challenges. Traditional marketing methods—such as word-of-mouth promotion and local sales—are often ineffective in reaching broader markets and building brand recognition in the digital era (Kotler & Keller, 2007). These limitations hinder the ability of SMEs to compete with large-scale producers who invest heavily in integrated marketing communication and branding strategies.

Moreover, the legality of cigarette production and distribution adds another layer of complexity. Regulatory frameworks regarding excise, packaging, and public health campaigns against smoking have made it increasingly difficult for SMEs to operate without compliance risks (Binti, 2021). While these regulations aim to protect public health, they often pose operational and financial burdens for small-scale producers who lack formal support systems.

In this context, it becomes essential for tobacco SMEs like PR. Yasin Jaya Abadi to adopt strategic frameworks that combine both internal-external factor analysis and quantitative prioritization. The integration of SWOT (Strengths, Weaknesses,

Opportunities, Threats) analysis and QSPM (Quantitative Strategic Planning Matrix) offers a comprehensive approach to identify feasible strategies and rank them based on objective criteria (David & David, 2011). This dual approach enhances strategic decision-making by aligning organizational capabilities with market realities, especially in a highly regulated and competitive industry.

2. Materials and Methods

Research Design

This study is descriptive in nature, supported by quantitative data to analyze the relationship between internal and external strategic factors affecting the marketing performance of PR. Yasin Jaya Abadi. The analysis tools used include the IFE Matrix, EFE Matrix, IE Matrix, SWOT Matrix, and QSPM Matrix.

Research Population and Sampling Technique

This research involves cigarette factory owners, employees, and parties who understand the development of PR businesses. Yasin Jaya Abadi. The sampling technique used is purposive sampling. The sample for the SWOT analysis consists of the owners and employees of the company who understand both internal and external factors. Meanwhile, for the QSPM analysis, respondents were taken from outside the company, namely an academic expert who is competent in the field of marketing.

Instrument Validation

Before distributing the questionnaires and conducting interviews, the research instruments were validated through the following steps:

- a) Expert review: The initial questionnaires draft was reviewed by two marketing experts to assess the relevance and clarity of the question.
- b) Pilot testing: The instruments were tested on a small group (outside the sample) to check for comprehensibility and consistency.
- c) Revisions: Feedback from both experts and pilot testing participants was used to refine and finalize the research instruments

Location and Time of Research

This research was conducted in the PR Village. Yasin Jaya Abadi Sumber Wringin, Sukowono District, Jember Regency, East Java Province. This location was chosen deliberately because the company has been operating for about 3 years but has not implemented an effective marketing strategy for Semar Manthoel Kretek Cigarette products. The study lasted from early May 2023 to the end of August 2023.

Data Collection Procedure

- a) Primary data in this study was obtained through questionnaires and direct interviews with related parties in PR. Yasin Jaya Abadi, as well as documentation as evidence of research implementation.
- b) Secondary data includes documents related to homework. Yasin Jaya Abadi and literature on business unit product marketing strategies.

Data Analysis Technique

The analysis techniques used in this study include three stages, namely the input stage using the IFE matrix and the EFE matrix analysis, the matching stage using the IE matrix analysis, the SWOT matrix and the decision stage using the QSPM Matrix analysis.

1 Input Stage

- a. The Internal Factor Evaluation Matrix (IFE) analysis is carried out in five steps:
 - 1) Creating internal factors that become strengths and weaknesses in the company. Using 20 internal factors that include the company's strengths and weaknesses.
 - 2) The weight of the internal factor ranges from 0.0 (insignificant) to 1.0 (very important), with the total sum of factor weights that should reach 1.0.
 - 3) Each internal factor is rated 1 to 4, where 1 = very weak, 2 = weak, 3 = strong, and 4 = very strong. Strengths are ranked 3rd or 4th, while weaknesses are ranked 1st or 2nd.
 - 4) Multiply the weight of each factor by ranking to determine the weight score for each variable.
 - 5) Summing the weight score of each variable to get the company's total weight score.

The total weight score in the Internal Factor Evaluation Matrix ranges from 1.0 (lowest) to 4.0 (highest), with an average score of 2.5. A score below 2.5 indicates internal weakness, while a score above 2.5 reflects a strong internal position. The EFE matrix includes 10 to 20 factors, and the number of factors does not affect the score range because the total weight is always 1.0 [5] and [7].

Table 1. IFE Matrix

Internal Strategy Factors	Weight	Rating	Score
Power	-	-	-
1	-	-	-
2	-	-	-
Ect.	-	-	-
Weakness	-	-	-
1	-	-	-
2	-	-	-
Ect.	-	-	-
Total	1.0	-	-

Source: David (2009)

- b. External Factor Evaluation Matrix (EFE) analysis can be done in five steps, namely:
 1. Creating external factors that include opportunities and threats affecting the company, by including 20 relevant external factors.
 2. The weight of external factors ranges from 0.0 (non-important) to 1.0 (very important), with the total weight of all factors having to be 1, reflecting the relative significance of each factor to the company.
 3. Rank 1 to 4 on each external factor to show how effective the company's current strategy is in responding to these external factors where rank 4 response = (excellent), rank 3 response = (above average), rank 2 response = (average), and rank 1 response = (below average)[20].
 4. Multiply the weight of each factor by ranking to determine the weight score for each variable.
 5. Add up the weight score of each variable to get the company's total score. The total weight score ranges from 1.0 (lowest) to 4.0 (highest), with an average of 2.5. A score of 4.0 indicates an excellent response to opportunities and threats, while a score of 1.0 indicates that the company's strategy fails to capitalize on opportunities or avoid threats [5].

Table 2. EFE Matrix

External Strategy Factors	Weight	Rating	Score
Power	-	-	-
1	-	-	-
2	-	-	-
Ect.	-	-	-
Weakness	-	-	-
1	-	-	-
2	-	-	-
Ect.	-	-	-
Total	1.0	-	-

Source: David (2009)

2. Matching Stage

a. Matriks IE (Internal - Eksternal)

The IFE and EFE matrices are a combination of two matrices that will produce a matrix, namely the Internal matrix and the External matrix (IE Matrix) [16] and [8]. The IE matrix consists of two dimensions, namely the total score of the IFE matrix and the total score of the EFE matrix. The total score of the IFE Matrix is mapped on the X axis with a score of 1.0 - 1.99 indicating that the internal position is weak; a score of 2.0 – 2.99 is considered moderate; and a score of 3.0 - 4.0 is strong. Similarly, on the Y axis of the EFE matrix, scores of 1.0 to 1.99 are considered low; a score of 2.0 to 2.99 is considered moderate; and a score of 3.0 to 4.0 high. This matrix consists of 9 cells, but it is broadly divided into 3 main parts that have different strategic influences, namely:

- 1) Strategi tumbuh dan membangun yang mencakup sel I, II atau IV dan strategi yang sesuai untuk diterapkan termasuk (Penetrasi Pasar, Pengembangan Pasar, dan Pengembangan Produk) atau Strategi Integrasi (Integrasi mundur, maju dan horizontal).
- 2) The hold and maintain strategy includes cells III, V or VII, which can be managed with a market penetration strategy and quality product development.
- 3) The general rule for companies in cells VI, VIII and IX is harvesting or divestment.

b. SWOT Matrix

SWOT matrix is a clear picture of how the external opportunities and threats faced by a company can be adjusted to its strengths and weaknesses [10] and [2]. The SWOT matrix can generate four possible strategic alternatives.

Table 3. SWOT Matrix

IFE Determine 5-10 Factors Internal Strength	Weakness (W) Determine 5-10 Internal Weakness Factors	
	Strengths (S) Determine 5-10 Factors Internal Strength	
EFE	Opportunities (O)	Threats (T)
	Strategi SO	Strategi WO
Determine 5-10 External Opportunity Factors	Create strategies that use strengths to take vantage of opportunities	Create strategies that minimize to take advantage of opportunities
	Strategi T	Strategi WT
Determine 5-10 External Threat Factors	Create strategies that use strengths to overcome	Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti (2016)

- 1) The SO strategy, is a strategy that is based on the company's way of thinking by utilizing all its strengths to get and take advantage of maximum opportunities.
- 2) ST strategy is a strategy that uses the company's strengths to overcome threats.

- 3) WO strategy is the implementation of a strategy based on the use of existing opportunities by minimizing existing weaknesses.
- 4) The WT strategy is the implementation of a strategy based on defensive activities and trying to minimize existing weaknesses and avoid threats[22].

3. Decision Stage

The final stage after the SWOT analysis is to select the best strategy using Quantitative Strategic Planning (QSPM), which objectively evaluates alternative strategies based on the internal and external factors that have been identified.

Table 4. QSPM Matrix

Key Factors	Weight	Strategy 1		Strategy 2		Strategy 3	
		AS	TAS	AS	TAS	AS	TAS
Strength	-	-	-	-	-	-	-
Weaknesses	-	-	-	-	-	-	-
Opportunity	-	-	-	-	-	-	-
Threat	-	-	-	-	-	-	-
Total power value pull	-	-	-	-	-	-	-

Source: (F. David, 2009)

3. Results and Discussion

Company Overview

PR. Yasin Jaya Abadi is a micro-enterprise established in 2021 that produces hand-rolled clove cigarettes under the brand "Semar Manthoel." The product is known for its distinctive blend of tobacco and cloves. While the company has managed to distribute its products to several regions in East Java and Kalimantan, its marketing approach remains traditional, relying mostly on word-of-mouth and social media platforms like WhatsApp and Facebook.

Other MSMEs in Indonesia have successfully enhanced their competitiveness by embracing digital marketing and collaborating with government initiatives. For example, the "Gagak Hitam" cigarette company in Bondowoso experienced significant growth through social media promotion, while "Jaya Mulya" fish cracker SME in Mojokerto improved market access by participating in government-sponsored MSME expos and entering online marketplaces.

For PR. Yasin Jaya Abadi to follow similar paths, several adjustments are needed. The company should consider hiring staff with digital marketing skills, allocating a specific promotional budget, and providing digital literacy training to its employees. These steps are aligned with Kotler's 4Ps marketing mix—strengthening the uniqueness of the product, offering affordable yet diverse pricing options, expanding distribution through online channels, and improving promotion strategies using digital tools.

By implementing these changes, PR. Yasin Jaya Abadi can build a stronger competitive advantage through product differentiation and focused market strategies, ensuring sustainable growth amid intense competition.

Input Stage

1. Internal Factors

The internal environment factor of the company includes everything in the company that is a strength and weakness to take advantage of opportunities and overcome threats. The following are the internal environmental factors in Yasin Jaya Abadi Public Relations:

- a. Products; Yasin Jaya Abadi Cigarette Factory originally had two clove cigarette products, "Semar Manthoel" and "Nikmat". However, because "Nikmat" was not favored, the product was discontinued, and only "Semar Manthoel" remains produced to this day.
- b. Price; The price of PR cigarettes. Yasin Jaya Abadi is affordable, which is Rp 7,000/pack (12 sticks). Since it has been registered with the Ministry of Trade, retail prices are monitored by customs.
- c. Distribution/Place; PR. Yasin Jaya Abadi terletak di jalan raya, memudahkan banyak orang mengetahui lokasinya. Distribusi produk utama menggunakan agen, mencakup wilayah Jawa Timur seperti Bondowoso, Situbondo, Probolinggo, Banyuwangi, Madura, dan Jember. Tempat produksi rokok kretek disewa selama 10 tahun.
- d. Promotion; PR Promotion. Yasin Jaya Abadi is carried out traditionally, through word of mouth and WhatsApp Group and Facebook social media. However, the promotion is still on a small scale and has not been optimal due to limited manpower and budget.

2. External Factors

- a. Competitors; The competitor is a company that produces similar products in the Jember district. The influence of competitors is huge because consumers choose products according to their tastes. Many competitors are illegal clove cigarettes without a license from the government or customs.
- b. Customer; Customers are individuals or groups who purchase products. PR. Yasin Jaya Abadi mostly has out-of-town consumers, especially friends or relatives who sell in Banyuwangi, Probolinggo, Bondowoso, Situbondo, and Madura.
- c. Government; Government policies affect the development of Yasin Jaya Public Relations Perpetual Cigarettes. This company has received support in the form of SIUP and NPPBKC from Customs, because the sale of Semar Manthoel cigarettes is legal. Prices of PR products. Yasin Jaya Abadi was affected by high excise fees and government licensing.
- d. Technology; PR. Yasin Jaya Abadi still uses simple technology, with the production of clove cigarettes that rely on human labor and manual tools . Although the industrial era 4.0 connects activities with digital systems, companies have not yet utilized digital marketing in the marketing of their products.
- e. Market Share; PR market share. Yasin Jaya Abadi is a lower-middle class with an age range of 35 years and above, although there are still many young people who like filtered cigarettes.

2. Identification of Strengths and Weaknesses

a. Power

- a) Quality raw materials; The raw material used by the company for production is tobacco, tobacco is supplied by local farmers who have collaborated with the company so that farmers already understand the criteria for tobacco that PR will use. Yasin Jaya Abadi and quality raw materials are very important in producing a product because with good input it will get good output as well.
- b) Attractive product packaging; Packaging is something that needs to be considered. It is not only aesthetics that must be considered in the actual function of packaging is to maintain and protect the product so that it remains in good condition and attracts consumers. Where the packaging of Semar Manthoel clove cigarettes has made 3 changes, each change in logo, or color on the packaging must be approved by the customs.

- c) Having a distinctive feature on the product; PR cigarette products. Yasin Jaya Abadi has a characteristic on tobacco and cloves that is different from other competitors, where the mixture between tobacco, cloves and sauce is different so that the aroma, suction power and after taste in the mouth are also different.
 - d) Products are superior; Products owned by PR. Yasin Jaya Abadi is superior to other competitors, where in PR. Yasin Jaya Abadi has a clove cigarette product with the brand "Semar Manthoel" which has been supervised by customs so that the nicotine and tar levels consumed in each stick are measured.
 - e) Affordable product price; PR. Yasin Jaya Abadi sets a price that is relatively affordable by all economic circles. The company has adjusted the price to the desired target market, the price of one pack of cigarettes is only Rp. 7,000. Where the retail selling price has been determined by customs.
 - f) Strategic location; The location of the company can be said to be strategic because it is close to the highway, so that many people know the existence of the company and good highway access to the PR Cigarette Company. Yasin Jaya Abadi.
 - g) Products are distributed outside the region; PR products. Yasin Jaya Abadi is not only distributed to the city of Jember but there are several cities that have received these cigarette products such as Bondowoso, Madura, Probolinggo and Kalimantan. This makes demand in various regions increase and cigarette sales are running.
 - h) Effective distribution channels; PR distribution channel. Yasin Jaya Abadi is through agents and sales. The company sends products to agents and sales or takes directly to the company to help the product reach the end consumer. PR products. Yasin Jaya Abadi products are spread in several regions, namely Probolinggo, Situbondo, Bondowoso, Madura, Banyuwangi and Kalimantan.
- b. Weaknesses
- a) Unstable raw material prices; Fluctuating or unstable raw material prices can be a weak factor for PR. Yasin Jaya Abadi. Unstable raw material prices will have an impact on the expenditure of production costs that are beyond prediction. This will also affect the selling price of cigarettes produced by PR. Yasin Jaya Abadi.
 - b) No price variant; PR Cigarette Company. Yasin Jaya Abadi has clove cigarette products with the brand "Semar Manthoel" with a price of Rp. 7,000 so that consumers are not free to choose products that only have 1 variant of product prices.
 - c) Absence of promotional personnel; PR. Yasin Jaya Abadi has a workforce of approximately 40 people only placed in the administration of production and packaging. However, it does not provide special personnel for promotional activities due to the lack of human resources who have not been able to adapt to digital marketing regarding the importance of promotional activities to increase the percentage of cigarette sales.
 - d) No budget for promotion; PR. Yasin Jaya Abadi does not provide special budget funds for promotional activities on its products due to a lack of understanding regarding the importance of promotion to increase the percentage of cigarette sales. in PR. Yasin Jaya Abadi.
 - e) Less than optimal promotion; Promotional activities carried out only by word of mouth through agents. This is a weakness of the company because the promotion carried out is still not optimal so that many people do not know about PR products. Yasin Jaya Abadi.

Table 5. IFE calculation

NO	INTERNAL FACTORS	BOBOT	RELATIVE	RATING	SCORE
(1)	(2)	(3)	(4)=(3)/40	(5)	(6)=(4)*(5)
OPPORTUNITIES					0,400
1	Material raw material quality	4	0,100	4	
2	Product packaging Interesting	4	0,100	3	0,300
3	Have characteristics on products	3	0,075	4	0,300
4	Product are superior	3	0,075	4	0,300
5	Product price affordable	3	0,075	3	0,225
6	Strategic location	3	0,075	4	0,300
7	Product channeled out of the region	4	0,100	4	0,400
8	Effective distribution channels	3	0,075	4	0,300
Total Strength Score					2,525
WEAKNESSESS					
1	Unstable row materials	3	0,075	1	0,075
2	No price variance	2	0,050	2	0,100
3	Absence of manpower	3	0,075	2	0,150
4	No presence budget	3	0,075	2	0,150
5	Less than optimal	2	0,050	2	0,100
Number of weakness scores					0,575
Total					3,100

Source: Primary data processed, (2023)

Based on the results of the above analysis using the IFE (Internal Factor Evaluation) matrix, it shows that PR. Yasin Jaya Abadi obtained a total score of 3,100. The total value is above 2.5 which indicates internal PR. Yasin Jaya Abadi is in a strong position to leverage the company's strengths and be able to overcome the company's weaknesses. It is reinforced by the statement [6] that the total weight score in the Internal Factor Evaluation Matrix above 2.5 indicates an internal position in a strong category. In Table 5, it shows that the main strength of PR. Yasin Jaya Abadi is located in quality raw materials with a value of 0.400. Weaknesses in PR. Yasin Jaya Abadi with a value of 0.150, namely the absence of promotional personnel and the absence of a budget for promotion.

3. Identify Opportunities and Threats

a. Opportunities

- a) Good relationship with the community; Good relations with the community are essential for increasing consumer loyalty and benefiting the company. Yasin Jaya Abadi Public Relations ensures quality service to build strong relationships with consumers.
- b) Having repeat customers; Yasin Jaya Abadi Public Relations has regular customers from nearby areas and regions like Bondowoso, Madura, Probolinggo, Situbondo, Banyuwangi, and even from outside Java, such as Kalimantan
- c) Get support from the government; Yasin Jaya Abadi Public Relations Cigarette Company receives government support in the form of business licensing for its growth and development.
- d) Have a business license; Produk rokok PR. Yasin Jaya Abadi telah memiliki SIUP dan NPPBKC dari Bea Cukai, karena penjualan rokok Semar Manthoel yang legal dan memerlukan Nomor Pokok Cukai.
- e) Technology is still manual (characteristic of kretek cigarettes); PR. Yasin Jaya Abadi still uses simple technology, with clove cigarette production relying heavily on manual labor and tools.

b. Threat

- a) Existence of competitors; The number of competitors of PR. Yasin Jaya Abadi is increasing, offering better-quality products. However, many competitors sell illegal products at lower prices, and they will continue to innovate to compete and dominate the market.
- b) Less broad market segmentation; PR. Yasin Jaya Abadi's market segmentation in Jember is limited, covering demographics like gender, age, and education. Understanding these demographics helps determine the target market size and the most suitable marketing approach.

Table 6. EFE calculation

NO	EKSTERNAL FACTORS	BOBOT	RELATIVE	RATING	SCORE
(1)	(2)	(3)	(4)=(3)/40	(5)	(6)=(4)*(5)
OPPORTUNITIES					
1	Existence relationship either with society	3	0,143	4	0,572
2	Have costomer stay	3	0,143	3	0,429
3	Get support	3	0,143	3	0,429
4	Have letter business licensing	3	0,143	4	0,572
5	Technology still manual (characteristic typical clove cigarattes)	3	0,143	3	0,429
SUB TOTAL					2,431
THREAT					
1	Existence of competitor	3	0,143	2	0,286
2	Segmentation market less spacious	3	0,143	1	0,143
SUB TOTAL					0,429
TOTAL		21	1,000		2,860

Source: Primary data processed, (2023)

Based on the results of the analysis above using the EFE (External Factor Evaluation) matrix, it shows that PR. Yasin Jaya Abadi obtained a total value of 2.860. The total value above 2.5 indicates that PR. Yasin Jaya Abadi is able to respond well to external factors by utilizing opportunities in overcoming threats. that exist. This is in accordance with the opinion of [6] which explains the total weight score in the External Factor Evaluation Matrix above 2.5 indicates that externally the industry position has good external conditions. Table 6 shows that the opportunities in PR. Yasin Jaya Abadi lies in having good relations with the community and having a business license with a value of 0.572. The main threat to PR. Yasin Jaya Abadi with a value of 0.286, namely the existence of competitors

Matching Stage

The Matching Stage is an analysis that combines internal factors, namely strengths and weaknesses with external factors, namely opportunities and threats, so as to create an alternative strategy based on existing conditions [4]. The following are the results of the analysis using the IE matrix and SWOT Matrix.

a. IE Matrix Analysis Results (Internal External)

Positioning is based on the total value obtained from the IFE matrix and EFE matrix based on the internal and external conditions of the company. The IE (Internal External) Matrix functions to analyze and determine the company's position and determine the right strategy to carry out. The following are the results of the IE (Internal External) Matrix analysis at PR. Yasin Jaya Abadi which is shown in Figure 1.

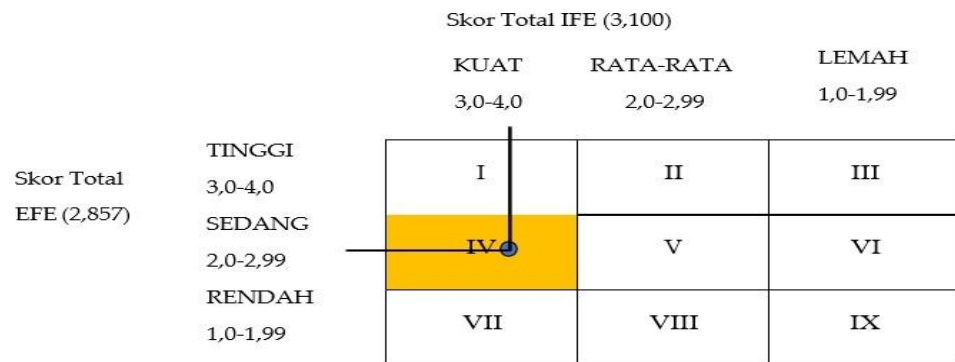


Figure 1. Results of IE Matrix Analysis (Internal External) on PR. Yasin Jaya Abadi

Based on the results of the IE (Internal External) matrix analysis presented in Figure 1, the IFE average value is 3.100, while the EFE average value is 2.860 which shows the position of PR. Yasin Jaya Abadi is in cell IV position, namely in a grow and build position. A suitable strategy to implement is an intensive strategy through market penetration and market development.

b. SWOT Matrix Analysis Results (Strenghts, Weaknes, Opportunities, Threats)

Based on the results of the analysis of the company's internal and external factors, several alternative strategies were prepared using the SWOT Matrix analysis shown in the following table.

Table 7. SWOT Matrix

IFE EFE	STRENGHT (S)	WEAKNESS (W)
	1. Quality raw materials 2. Product packaging that interesting 3. Has distinctive features on products 4. Products are superior 5. Product price affordable 6. Strategic location 7. Product dispensed out of the region 8. Distribution channels that Effective	1. Unstable raw material prices 2. No price variant 3. Absence of promotional personnel 4. No budget for promotion 5. Less than optimal promotion
	OPPORTUNITIES (O) 1. Good relationship with the community 2. Having customers stay 3. Get support from the government 4. Have a letter business licensing 5. Technology is still manual (characteristic of kretek cigarettes)	WO Strategy 1. Recruit specialized labor for product marketing with technology or Market Place (W2,W3,W4,O1,O2,O5) 2. Utilize work the government to improve product marketing through MSME events (W3,W4,W5,O1,O2,O3,O4)
	ST Strategy	WT Strategy
THREATS (T) 1. Existence of competitors 2. Less broad market segmentation	1. Improve product characteristics with a strategic location for a wide market share (S1,S2,S3,S4,S5,S7,S8,T1,T2) 2. Innovate to improve competitiveness (S2,S3,S4,S7,S8,T2)	1. Improve and increase promotional activities to expand market share in order to compete with similar products (W3,W4,W5,T1,T2)

Source: Primary data processed, (2023)

Decision Stage

QSPM analysis is the final stage analysis used in determining priority strategies obtained from alternative marketing strategies based on SWOT matrix analysis. The results of the QSPM Matrix analysis are shown in Table 8.

Table 8. QSPM Matrix Analysis Results

No.Score	Strategy Alternative	TAS (Expert)	Ranting
1	Maintain product quality and maintain product quality to maintain trust consumers	6.604	6
2	Increase production capacity to fulfill	7.207	4
3	Recruit spacialized manpower for marketing product with digital marketing or marketplace	6.964	5
4	Utilize cooperation from the government to improve product marketing through	6.286	7
5	Meningkatkan ciri khas produk dengan Lokasi yang strategis untuk pangsa pasar yang luas	7.625	1
6	Melakukan inovasi untuk meningkatkan daya saing.	7.350	3
7	Memperbaiki dan meningkatkan kegiatan promosi untuk memperluas pangsa pasar agar dapat bersaing dengan produk sejenis	7.375	2

Source: Data processed and obtained from experts / marketing strategy experts (2023)

Research Discussion

Based on the results of the analysis above using the IFE (Internal Factor Evaluation) matrix, it shows that PR. Yasin Jaya Abadi obtained a total score of 3,100. The total value is above 2.5 which shows the internal PR. Yasin Jaya Abadi is in a strong position in utilizing strengths and being able to overcome weaknesses in the company. Reinforced by the statement of [5] and [6] that the total weight score in the Internal Factor Evaluation Matrix above 2.5 indicates an internal position in a strong category. The main strength of PR. Yasin Jaya Abadi lies in quality raw materials with a value of 0.400. Weaknesses in PR. Yasin Jaya Abadi with a value of 0.150, namely the absence of promotional personnel and the absence of a budget for promotion.

Based on the analysis using the EFE (External Factor Evaluation) matrix, PR. Yasin Jaya Abadi received a total score of 2.86. This score indicates that the company is able to effectively respond to external factors by utilizing opportunities to address existing threats. This aligns with the view of [6], which explains that a score above 2.5 on the EFE matrix indicates favorable external conditions for the industry. The main opportunity for PR. Yasin Jaya Abadi lies in its strong community relations and business license (score of 0.572), while the primary threat is the presence of competitors (score of 0.286).

Based on the results of the IE (Internal External) matrix analysis, the IFE average value is 3.100, while the EFE average value is 2.86 which shows the position of PR. Yasin Jaya Abadi is in cell IV position, namely in a grow and build position. A suitable strategy to implement is an intensive strategy through market penetration and market development. The results of the SWOT analysis obtained the formulation of 7 alternative strategies and grouped into 4 columns of SWOT strategies:

a. SO (Strengths - Opportunities) Strategy

SO strategy is a strategy that makes the best use of strengths and opportunities. PR. Yasin Jaya Abadi needs to pay attention to strengths and opportunities simultaneously. The following strategies can be used:

1. Maintain product quality and maintain product quality to maintain consumer confidence; A key strength for the company is product quality, which serves as a competitive advantage. Good quality not only boosts customer satisfaction but

also enhances consumer trust in the company and its products.

2. Increase production capacity to meet consumer demand; Increasing production capacity is crucial as it boosts sales, meets market demand quickly, and allows production targets to be easily met or exceeded

b. WO Strategy (*Weakness - Opporrtunities*)

The WO strategy leverages opportunities to address company weaknesses. PR. Yasin Jaya Abadi needs to minimize its weaknesses to expand consumer reach. The following strategies can be applied:

1. Hire specialized staff for digital marketing or Marketplace promotions. PR. Yasin Jaya Abadi has not yet optimized its promotional activities or fully utilized information technology. Effective promotion is crucial for increasing brand awareness and expanding market share, especially with the easy access to digital marketing through online marketplaces.
2. Leverage government cooperation to enhance product marketing through MSME events. This strategy involves using government support to collaborate in events organized by the government.

c. ST (*Strengths - Threat*) Strategy

ST strategy is a strategy that utilizes strengths to minimize the threats faced by PR companies. Yasin Jaya Abadi. The company needs to overcome threats that can disrupt the company's sustainability. The following strategies can be used:

1. Improve product characteristics and strategic location for a wide market share PR. Yasin Jaya Abadi must improve the characteristics of its products because many competitors offer similar products but have no characteristics even though the price is slightly more expensive but can be said to be affordable. By increasing the characteristics and strategic location, the company can be easily remembered by consumers. through the distinctive characteristics of "Semar Manthoel" clove cigarette products.
2. Innovate to improve competitiveness; Making innovations is important because by innovating products, it can attract new customers. PR. Yasin Jaya Abadi needs to make product innovations to expand market share and be able to compete with competitors. As well as producing other types of cigarettes such as filter or clove cigarettes which are certainly different from cigarettes that have been produced before.

d. WT (*Weakness - Threat*) Strategy

WT strategy is a strategy based on companies that are defensive in nature and try to minimize weaknesses that can threaten PR companies. Yasin Jaya Abadi. Strategies that can be used:

1. Improve and increase promotional activities to expand market share in order to compete with similar products.; This strategy is also very necessary because improving promotional activities will expand market share and increase competition in obtaining markets, of course, the possibility of new customers will be greater.

Determination of priority strategies through the determination of the value of attractiveness (Attractiveness Score) in the QSPM matrix is carried out by expert 1, namely academics of Jember State Polytechnic who are experts in the field of marketing. Based on the results of the QSPM matrix analysis calculation by multiplying each weight on each indicator by the AS (Attractiveness Score) attractiveness value which will then produce a total TAS (Total Attractiveness Score) attractiveness value. The total value of the first and second expert TAS is then averaged, so that a priority strategy is obtained based on the highest average. Strategies with TAS values that have

been obtained, then the highest value is chosen to be the main choice of strategy for PR. Yasin Jaya Abadi while the strategy with the smallest TAS value is the last choice.

The alternative priority strategy that is ranked first with the highest Total Attractiveness value (TAS) of 7.625 is to improve product characteristics and strategic locations for a wide market share. This priority is in line with one of the PR Missions. Yasin Jaya Abadi is to expand market reach by increasing the characteristics of Semar Manthoel cigarettes, this can be the main consideration applied by the owner because of the cigarette products owned by PR. Yasin Jaya Abadi is expected to be able to help increase marketing and sales to the company through events in the government, this is in accordance with the statement of [13] that product quality is a product's ability to perform its functions, that ability includes durability, reliability, accuracy, which is obtained by the product as a whole.

4. Conclusions

Based on the results of the study, it can be concluded that the main internal factor that is a strength is the quality of raw materials, while the main weakness is the lack of promotional personnel and budget for promotion. From the external side, the opportunities available include PR. Yasin Jaya Abadi with the community and ownership of business licenses, while the threat is the presence of competitors. The results of the SWOT analysis show seven alternative marketing strategies, including maintaining and improving product quality, increasing production capacity, recruiting special personnel for digital marketing, and utilizing cooperation with the government in MSME events. Other strategies include strengthening product characteristics with strategic locations, innovating for competitiveness, and increasing promotions to expand market share. Priority strategies with the highest score of 7,625 is to improve product characteristics and utilize strategic locations to attract a wider market share.

Suggestions given to PR. Yasin Jaya Abadi includes efforts to maintain strength factors such as quality raw materials and existing opportunities, including good relations with the community and ownership of business licenses. On the other hand, the company needs to overcome weaknesses by starting to provide a budget for promotional personnel and planning promotional steps in stages to face competitive threats. Priority strategies that have been determined through the QSPM matrix should be implemented by improving product characteristics and utilizing strategic locations, so that PR. Yasin Jaya Abadi can survive in the midst of intense competition and expand its marketing reach.

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