ABSTRACT

This study aimed to identify the internal and external factors affecting the marketing of Muger Cigarettes at UD. Kretek Gayo Aceh in Bebesen District, Central Aceh Regency, amid rising cigarette excise tariffs and the circulation of illegal cigarettes, and to determine the appropriate marketing strategy for the business. The study employed a qualitative approach with a case study method. Primary data were obtained through observation, interviews, and questionnaires, while secondary data were obtained from relevant literature and government institutions. Data analysis was conducted using IFAS, EFAS, SWOT, and QSPM matrices. The results identified eight internal strengths, five internal weaknesses, five external opportunities, and four external threats. The internal factor analysis produced a strength score of 2.56 and a weakness score of 0.64, resulting in an internal difference of 1.92. The external factor analysis produced an opportunity score of 2.46 and a threat score of 0.84, resulting in an external difference of 1.62. Therefore, the position of UD. Kretek Gayo Aceh was in Quadrant I of the SWOT matrix, indicating a Strength–Opportunity (SO) position and supporting an aggressive growth strategy. Twelve alternative strategies were formulated through the SWOT analysis, and three main strategies were evaluated using QSPM. The QSPM results showed that the priority strategy was to offer and distribute Muger Cigarettes through cooperatives, supermarkets, souvenir shops, and distributors in various regions by preparing product catalogs, price lists, ordering systems, and utilizing logistics and interregional delivery services. This strategy obtained the highest STAS value of 5.96.

Keywords: Excise Tariffs, Marketing Strategy, Muger Cigarettes, SWOT, QSPM.