

M. FATKHUL MUIN NIM: 150331100017. Analisis Strategi Pemasaran PR. Cahaya Pro Pamekasan. Dibawah bimbingan **Dr. Ir. Abdul Azis Jakfar, M.T** dan **Khoirul Hidayat S.T.,MT**

ABSTRAK

Berkembangnya industri rokok di Madura secara tidak langsung menimbulkan persaingan. Persaingan yang terjadi dapat mempengaruhi hasil penjualan PR. Cahaya Pro. Strategi pemasaran merupakan suatu cara untuk menentukan segmentasi pasar dan melayani konsumen. Tujuan penelitian ini adalah mengetahui strategi pemasaran yang dapat diterapkan PR. Cahaya Pro. Metode yang digunakan dalam penelitian ini adalah Analisis SWOT (Strengths Weakness Opportunities Treats) dan QSPM. Tahap pengumpulan data dilakukan melalui wawancara. Tahap pengolahan data menggunakan Matriks IFE, Matriks EFE, Matriks IE, Matriks SWOT, Matriks Grand Strategi dan Matriks QSPM. Hasil Matriks IFE sebesar 3,352 menunjukkan kondisi internal perusahaan yang kuat dan hasil Matriks EFE sebesar 3,609 menunjukkan hasil kondisi eksternal perusahaan kuat. Hasil Matriks IE, Grand Strategi dan matriks SWOT menunjukkan strategi alternatif yang dapat digunakan perusahaan adalah penetrasi pasar, pengembangan pasar dan pengembangan produk. Strategi yang dapat diterapkan perusahaan didapat dari matriks QSPM dengan mencari daftar prioritas adalah menambah jumlah kapasitas produksi (pengembangan produk), melakukan promosi menggunakan media sosial (penetrasi pasar), dan mengembangkan lokasi pemasaran (pengembangan pasar).

Kata Kunci: *Strategi pemasaran, Analisis SWOT, Penetrasi Pasar, Pengembangan pasar, Pengembangan Produk*

M. FATKHUL MUIN NIM: 150331100017. Analysis the Marketing Strategy of PR. Cahaya Pro Pamekasan. Under the guidance **Dr. Ir. Abdul Azis Jakfar, M.T** dan **Khoirul Hidayat S.T.,MT**

ABSTRACT

The development of the cigarette industry in Madura indirectly creates competition. Competition that occurs can affect the results of PR. Cahaya Pro sales. Marketing strategy is a way to determine market segmentation and serve consumers. The purpose of this study is to determine marketing strategies that can be applied by PR. Cahaya Pro. The method used in this study is the SWOT (Strengths Weakness Opportunities Treats) and QSPM Analysis. The data collection stage is carried out through interviews. The data processing stage uses the IFE Matrix, EFE Matrix, IE Matrix, SWOT Matrix, Grand Strategy Matrix and QSPM Matrix. The results of the IFE Matrix of 3.352 indicate strong internal company conditions and the results of the EFE Matrix of 3.609 show the results of strong external company conditions. The results of the IE Matrix, Grand Strategy and SWOT matrix show that alternative strategies that can be used by the company are market penetration, market development and product development. The strategies that companies can apply are obtained from the QSPM matrix by finding a priority list, namely increasing the amount of production capacity (product development), conducting promotions using social media (market penetration), and developing marketing locations (market development).

Key word : Marketing strategy, SWOT Analysis, Market Penetration, Market Development, Product Development

DAFTAR ISI

HALAMAN JUDUL	Error! Bookmark not defined.
PERNYATAAN KEASLIAN KARYA	Error! Bookmark not defined.
RIWAYAT HIDUP	Error! Bookmark not defined.
KATA PENGANTAR.....	Error! Bookmark not defined.
DAFTAR ISI.....	viii
DAFTAR GAMBAR.....	xi
DAFTAR TABEL	xi
DAFTAR LAMPIRAN.....	xiii
I. PENDAHULUAN	Error! Bookmark not defined.
1.1 Latar Belakang	Error! Bookmark not defined.
1.2 Rumusan Masalah	Error! Bookmark not defined.
1.3 Tujuan Penelitian.....	Error! Bookmark not defined.
1.4 Batasan Masalah.....	Error! Bookmark not defined.
1.5 Manfaat.....	Error! Bookmark not defined.
II. TINJAUAN PUSTAKA	Error! Bookmark not defined.
2.1 Industri Rokok.....	Error! Bookmark not defined.
2.2 Manajemen Strategi.....	Error! Bookmark not defined.
2.3 Analisis SWOT	Error! Bookmark not defined.
2.3.1 Matriks SWOT	Error! Bookmark not defined.
2.3.2 Matriks IE	Error! Bookmark not defined.
2.3.3 Grand Strategy matrix.....	Error! Bookmark not defined.
2.3.4 EFE (External Factor Evaluation).....	Error! Bookmark not defined.
2.3.5 IFE (<i>Internal Factor Evaluation</i>).....	Error! Bookmark not defined.
2.4 QSPM (Quantitative Strategic Planning Matrix).....	Error! Bookmark not defined.

2.5	Strategi Pemasaran	Error! Bookmark not defined.
2.6	Penelitian Terdahulu	Error! Bookmark not defined.
III. METODE PENELITIAN.....		Error! Bookmark not defined.
3.1	Waktu Dan Tempat Penelitian	Error! Bookmark not defined.
3.2	Tahap Penelitian.....	Error! Bookmark not defined.
3.2.1	Survey lokasi.....	Error! Bookmark not defined.
3.2.2	Studi Pustaka.....	Error! Bookmark not defined.
3.2.3	Identifikasi Masalah.....	Error! Bookmark not defined.
3.2.4	Pengumpulan Data	Error! Bookmark not defined.
3.2.5	Pengolahan dan Analisis Data	Error! Bookmark not defined.
IV. HASIL DAN PEMBAHASAN.....		Error! Bookmark not defined.
4.1	Profil Perusahaan.....	Error! Bookmark not defined.
4.1.1	Gambaran umum Perusahaan.....	Error! Bookmark not defined.
4.1.2	Visi Misi Perusahaan	Error! Bookmark not defined.
4.2	Analisis Lingkungan Industri	Error! Bookmark not defined.
4.2.1	Analisis lingkungan Eksternal	Error! Bookmark not defined.
4.2.2.	Analisis lingkungan Internal	Error! Bookmark not defined.
4.3.	Tahap Pemasukan.....	Error! Bookmark not defined.
4.3.1.	Identifikasi Peluang dan Ancaman	Error! Bookmark not defined.
4.3.2.	Analisis Matriks EFE.....	Error! Bookmark not defined.
4.3.3	Identifikasi kekuatan dan kelemahan....	Error! Bookmark not defined.
4.3.4.	Analisis Matriks IFE	Error! Bookmark not defined.
4.4.	Tahap Pencocokan.....	Error! Bookmark not defined.
4.4.1.	Analisis Matriks IE (Internal dan Eksternal)	Error! Bookmark not defined.
4.4.2.	Analisis Grand Strategi	Error! Bookmark not defined.

4.4.3.	Analisis SWOT	Error! Bookmark not defined.
4.4.4.	Quantitative Strategy Planning Matrix (QSPM).....	Error! Bookmark not defined.
V.	KESIMPULAN DAN SARAN.....	Error! Bookmark not defined.
5.1.	Kesimpulan.....	Error! Bookmark not defined.
5.2.	Saran.....	Error! Bookmark not defined.
DAFTAR PUSTAKA.....		Error! Bookmark not defined.

DAFTAR GAMBAR

Gambar 1.1 Hasil Penjualan PR. Cahaya Pro 2019	2
Gambar 2.1 Matriks internal dan eksternal (IE) (David 2009)	7
Gambar 3.1 Diagram alir penelitian.....	15
Gambar 3.2 Matriks grand Strategi	20
Gambar 4.1 Prevalensi konsumsi rokok pada penduduk usia ≤ 10 tahun	24
Gambar 4.2 Struktur organisasi perusahaan	27
Gambar 4.3 Data produksi PR. Cahaya Pro 2019.....	28
Gambar 4.4 Hasil penjualan PR. Cahaya Pro 2019	29
Gambar 4.5 Daerah penjualan (kecamatan) PR. Cahaya Pro	29
Gambar 4.6 Matriks Internal dan eksternal.....	34
Gambar 4.7 Matriks grand strategi	35

DAFTAR TABEL

Tabel 3.1 Matriks IFE dan EFE	18
Tabel 3.2 Matriks SWOT.....	21
Tabel 3.3 Matriks QSPM	22
Tabel 4.1 Rata-rata pengeluaran perkapita sebulan kelompok komoditas tembakau dan rokok kabupaten pamekasan (Rupiah).....	24
Tabel 4.2 Daftar Perusahaan rokok di Pamekasan.....	31
Tabel 4.3 Matrik EFE (Eksternal Factor Evaluation)	31
Tabel 4.4 Matrik IFE (Internal Factor Evaluation).....	33
Tabel 4.5 Analisis SWOT (Strength, Weakness, Opportunities, Threats).....	36
Tabel 4.6 8 strategi alternatif	37
Tabel 4.7 Nilai daya tarik total keseluruhan dari masing-masing alternatif strategi.....	38

DAFTAR LAMPIRAN

Lampiran I. Perhitungan bobot EFE	44
Lampiran II. Perhitungan bobot IFE	45
Lampiran III. Matriks QSPM	46