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**Evaluasi Strategi Bisnis Pabrik Rokok Dua Dewi Dalam Menghadapi Persaingan Di Industri Rokok Kretek Tangan (SKT) Golongan III**
ULFA PRADIPTA, Bambang Riyanto L.S., Prof. Dr., MBA., Ak., CA.,
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# INTISARI

Industri Sigaret Kretek Tangan (SKT) Golongan III menghadapi tantangan regulasi kuota, kenaikan cukai, dan maraknya rokok ilegal yang memicu fenomena *downtrading*. Pabrik Rokok (PR) Dua Dewi tumbuh pesat mendekati batas maksimal produksi, namun masih mengandalkan strategi *emergent* dan *demand-driven* yang rentan. Penelitian ini bertujuan mengevaluasi dan merumuskan strategi bisnis perusahaan. Menggunakan pendekatan kualitatif studi kasus, data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Analisis eksternal menggunakan *Porter's Five Forces*, *Driving Forces*, dan *Key Success Factors*, sedangkan analisis internal dievaluasi melalui bidang fungsional, lalu disintesiskan dengan analisis SWOT dan matriks TOWS. Hasil penelitian menunjukkan bahwa tingkat persaingan di industri SKT Golongan III sangat tinggi dan berisiko akibat kuatnya daya tawar konsumen yang sensitif terhadap harga dan besarnya ancaman produk substitusi berupa rokok ilegal tanpa cukai. PR Dua Dewi memiliki kekuatan daya saing pada konsistensi mutu cita rasa dan kemitraan pemasok bahan baku, namun memiliki kelemahan kritis berupa struktur Harga Pokok Penjualan (HPP) yang menembus angka 94,62% serta ketiadaan integrasi sistem teknologi informasi antarpabrik. Berdasarkan hasil evaluasi, strategi *emergent* perusahaan dinilai tidak lagi memadai untuk mempertahankan profitabilitas di masa depan. Oleh karena itu, penelitian ini merekomendasikan transisi menuju strategi *deliberate* berupa Strategi Diferensiasi Khas Rasa (*Product Differentiation Strategy*) untuk menciptakan penghalang psikologis agar konsumen tidak berpindah merek. Rekomendasi ini diimplementasikan melalui tiga program taktis utama, yaitu: ekspansi pemasaran portofolio varian klasik untuk menangkap peluang pasar *downtrading*, investasi infrastruktur gudang Tembakau Iris (TIS) berpengondisi udara otomatis, serta modernisasi sistem informasi logistik dan produksi secara *real-time*.

**Kata Kunci**: Manajemen Strategis, Evaluasi Strategi Bisnis, Analisis SWOT, Industri Hasil Tembakau, Sigaret Kretek Tangan (SKT)

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# *ABSTRACT*

*The Class III Hand-Rolled Kretek Cigarette (SKT) industry faces challenges related to quota regulations, excise tax hikes, and the proliferation of illegal cigarettes, which have triggered a trend of downtrading. The Dua Dewi Cigarette Factory (PR) has grown rapidly and is approaching its maximum production capacity, yet it still relies on an emergent and demand-driven strategy that is vulnerable. This study aims to evaluate and formulate the company's business strategy. Using a qualitative case study approach, data were collected through interviews, observations, and documentation. External analysis employed Porter's Five Forces, Driving Forces, and Key Success Factors, while internal analysis was evaluated across functional areas and then synthesized using SWOT analysis and the TOWS matrix. The research findings indicate that the level of competition in the Class III SKT industry is extremely high and risky due to the strong bargaining power of price-sensitive consumers and the significant threat of substitute products in the form of illegal, untaxed cigarettes. PR Dua Dewi possesses competitive strengths in the consistency of flavor quality and partnerships with raw material suppliers; however, it has critical weaknesses in the form of a Cost of Goods Sold (COGS) ratio exceeding 94.62% and the lack of integrated information technology systems across its factories. Based on the evaluation results, the company's emergent strategy is deemed no longer sufficient to maintain future profitability. Therefore, this study recommends a transition to a deliberate strategy specifically, a Product Differentiation Strategy to create a psychological barrier preventing consumers from switching brands. This recommendation is implemented through three main tactical programs, namely: marketing expansion of the classic variant portfolio to capture downtrading market opportunities; investment in an automated, climate-controlled Sliced Tobacco (TIS) warehouse infrastructure; and the modernization of real-time logistics and production information systems.*

***Keywords**: Keywords: Strategic Management, Business Strategy Evaluation, SWOT Analysis, Tobacco Products Industry, Hand-Rolled Kretek Cigarettes*