

Marketing Strategy of Abian Tubuh Tofu

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ABSTRACT

The purpose of this study is to analyze the marketing strategy of Abian Tubuh tofu products in Mataram City. The type of research used is qualitative with a descriptive approach. Data analysis was carried out through three stages, namely the first stage as the data input stage on the IFE and EFE matrices, the second stage as the matching stage using the SWOT matrix, and the third stage was the formulation of a marketing strategy for Mataram City tofu products. The results of the study show that this industry actually has a strong foundation to develop in the future. The capacity and competence of the industry have been built over a long period of time as a legacy from the previous generation. can be a source of competitive advantage for the industry in the future. The highly dynamic environment has reduced sales, production activities and the supply of raw materials can be disrupted. The formulation of marketing strategies is made so that the industry can get out of an unfavorable situation, namely the industry must build core competencies, use social media in marketing, use market place, continue to build positive perceptions and attitudes about product quality, increase the creativity of craftsmen, and provide training to entrepreneurs and traders about online marketing.

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1. INTRODUCTION

Small and Medium Industries (SMEs) are one of the contributors to the formation of Indonesia's Gross Domestic Product (GDP). The non-oil and gas industry sector, including SMEs, has a considerable contribution, which in 2021 alone contributed 19.29% to GDP (Ministry of Industry, 2022). SMEs open up job opportunities and greater efforts for the people of Indonesia. One of these SMEs is food processing SMEs that have been able to contribute to the national economy, indicated by the ability of this sector to absorb labor and the value of production produced. The three sub-sectors that contribute the largest production value in the food processing industry are the food, beverage, and tobacco sectors.

One of the SMEs in the food sector is a soy-based industry, namely tofu tempeh products, generally small and medium scale. In the statistical data for the Processing and Other Preservation Industry categories in the 2020 Raw Material Manufacturing Industry group (BPS 2022), it can be seen that soybean commodities are the raw materials used with the highest amount, namely 24,672,250 kg per capita per week compared to other raw materials. In addition, the Central Statistics Agency (BPS) recorded the average consumption of tofu tempeh per capita in Indonesia at 0.304 kilograms every week in 2021. This figure increased by 3.75% compared to the previous year which was 0.293 kilograms per week (Dataindonesia.id, 2022).

The consumption of tofu and tempeh will affect the survival of the soybean processing business. Mataram City makes tofu tempeh one of the superior products, has several areas that are the center of the soybean-based food processing industry, one of which is tofu production located in

the Abian Badan area. The products produced have gone through quality control carried out by BPOM Mataram on a regular basis, to ensure that the tempeh produced is safe for health, free from harmful chemicals such as borax, formalin, and so on.

Based on the description of the background above, this article will describe the external and internal environment that affects the development strategy of the Abian Badan tofu industry and formulate its development strategy.

2. METHOD

The type of research used in this study is descriptive. This method is called descriptive because it focuses on a step to solve problems that exist in the present or actual, then the data collected is first compiled, explained and then analyzed (Surakhmad, 1998: 140). The purpose of descriptive research is to make a systematic, factual and accurate description, description or painting of facts, properties and relationships between the phenomena being investigated. In this case, descriptive research is used to get an overview of consumer evaluation of the quality of Abian Badan tofu products in Mataram City .

The research sample in this study , is 10 tofu processing businesses in Abian Tubuh. This study uses internal key informants and external key informants. Internal key informants consist of leaders and industry workers. Meanwhile, the key external informants are consumers, retailers, and suppliers. The selection of interviewed consumers was carried out by accidental sampling with a quota of 20 consumers.

The data from the research results were collected, tabulated, and analyzed. The data analysis in this study uses several approaches, namely descriptive analysis. Descriptive analysis is a useful analysis to describe the variables being studied (Arikunto, 2000: 213). The results of this research are only to describe or describe the state of a research object at the present time based on the facts that appear or as they are. This analysis is to find out about the profile of the Tofu industry Abian Tubuh of Mataram city. Next is the SWOT analysis. SWOT analysis is the systematic identification of various factors to formulate the driving and inhibiting factors for the growth and development of the industrial sector. This analysis is based on logic that can *maximize strengths and opportunities*, but at the same time *minimize weaknesses and threats*. This is called situation analysis. The most popular model for situation analysis is SWOT analysis (Rangkuty, 1998:19). SWOT analysis compares the external factors of *opportunities and threats with the internal factors of strength and weakness*, to produce an appropriate analysis.

After collecting information that affects the business continuity of the pearl jewelry craft industry, the next stage is to utilize information into strategy formulation. A matrix is needed to explain how the opportunities and threats facing the industrial sector will be adjusted to the existing strengths and weaknesses.

3. RESULT AND DISCUSSION

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix Analysis

The data analysis in this study includes internal factor analysis and external factor analysis of the Abian Tubuh tofu industry in Mataram city through the Internal *Factor Evaluation* (IFE) and *External Factor Evaluation* (EFE) matrices. Furthermore, the results of IFE and EFE calculations will describe the industry's side against its competitors.

Internal Factor Evaluation (IFE) Matrix

The IFE matrix consists of strength and weakness variables, each of which has indicators described in the following table.

Table 1. Internal Factor Evaluation (IFE)

No	Strengths and Weaknesses	Weight	Rating	Score
Strength				
1.	Products made according to market needs	0,17	4	0,68
2.	Have a regular supplier	0,16	3	0,48
3.	Raw materials from quality soybeans	0,18	4	0,72
4.	Unique skills passed down by previous generations	0,17	4	0,68

No	Strengths and Weaknesses	Weight	Rating	Score
Total Strength		0,68	15	2,56
Weaknesses				
1.	Limited marketing reach	0,08	2	0,16
2.	Mastery of process technology is still low	0,08	2	0,16
3.	There are no superior variants that can be used as the main commodity	0,08	2	0,16
4.	R&D has not been done properly	0,08	2	0,16
Total Weaknesses		0,32	8	0,64
Total IFE Value		1	7	1,92

Source: primary data processed

Based on the data above, IFE consists of two variables, namely strengths and weaknesses. Strength has 4 indicators, each indicator has a weight/importance level in the range of 0.16 - 0.18. However, on average, the respondents gave a very agreeable answer, so they gave a very strong score (or 4).. These four indicators have become permanent characteristics inherent in the tofu industry in Mataram city. Strength indicator 1, (weight 0.17 and rating 4). Strength indicator 2 (weight 0.16, rating 3). Strength indicator 3 (weight 0.18 and rating 4). Finally, the strength indicator is 4 (weight 0.17, rating 4). The total score for the strength variable is 2.56.

The weakness variable has 4 indicators, and all four weakness indicators have the same weight and rating. Weakness indicator 1 (weight 0.08 and rating 2); Mastery of process technology is still low (weight 0.08 and rating 2); weakness indicator 2 (weight 0.08 and rating 2), weakness indicator 3 also (weight 0.08 and rating 2). Weakness indicator 4 (weight 0.08 and rating 2). The total score for the weakness variable was 0.64.

With the total score of each variable found, the score for the IFE matrix is the total strength score minus weakness ($2.56 - 0.64 = 1.92$). So the total IFE matrix score is 1.92.

External Factor Evaluation (EFE) Matrix

The EFE matrix consists of opportunity and threat variables, each of which has an indicator that will be described in the following table.

Table 2. External Factor Evaluation (EFE)

No	Opportunities and Threats	Weight	Rating	Score
Opportunities				
1.	The potential of existing customers is quite large	0,15	3	0,45
2.	Strategic location	0,15	3	0,45
Total Opportunities		0,30	6	0,90
Threat				
1.	Competitors has more advanced technology	0,30	4	1,20
2.	Competition with tofu products outside the region	0,20	3	0,60
3.	Rising raw material prices	0,20	3	0,60
Total Threats		0,70	10	2,40
Total EFE Score		1	4	(1,50)

Source: primary data processed.

Based on the data above, EFE consists of two variables, namely opportunities and threats. The opportunity variable has 2 indicators. Chance indicator 1 (weight 0.15 and rating 3). Chance indicator 2 (weight 0.15 and rating 3). The total score of the opportunity variable is 0.90.

The threat variable has 3 indicators, of which the threat indicator is 1 (weight 0.30 and rating 4). Threat indicator 2 (weight 0.20 and rating 3). Finally, the threat indicator is 3 (weight 0.20 and rating 3). The total score of the threat variable is 2.40. So the total score for the EFE matrix is the total opportunity score minus the total threat variable score which is $0.9 - 2.40 = (1.50)$.

SWOT Matrix Analysis

Based on the results obtained from the internal and external analysis in the tables above, the results can be summarized as follows:

1. Total strength score = 2.56
2. Total weakness score = 0.64
3. Total odds score = 0.90
4. Total threat score = 2.40

The value of the strength factor is greater than the weakness factor, and the value of the opportunity factor is smaller than the threat factor. This means that the position of the tofu industry in Mataram City is in a *combination* position. The internal condition of this industry is still quite strong but in a threatened environment. To find the coordinate point in the axis system can be searched through the following ways:

1. Internal Analysis Coordinates

$$\begin{aligned} & (\text{Total Strength Score} - \text{Total Weakness Score}) / 2 \\ & = 2.56 - 0.64 / 2 = 0.96 \end{aligned}$$

2. External Analysis Coordinates

$$\begin{aligned} & (\text{Total Opportunity Score} - \text{Total Threat Score}) / 2 \\ & = 0.90 - 2.40 / 2 = (0.3) \end{aligned}$$

So the coordinate point is located at 0.96 ; ;(0.3)

It is known that the position of the tofu industry in the city of Mataram is in quadrant IV. The calculation results of each quadrant can be illustrated in the following table.

Table 3. Quadrant Calculation Results

Quadrant	Point Position	Matrix Area	Ranking	Strategic Priorities
I – SO	(2,56 ; 0,90)	2,304	2	Growth
II – WO	(0,64 ; 0,90)	0,58	3	Stability
III – WT	(0,64 ; 2,40)	1,54	4	Shrinkage
IV – ST	(2,56 ; 2,40)	6,14	1	Combination

In quadrant I (SO strategy) a general strategy that can be carried out by the industry is to use force to take every advantage at the opportunity. In quadrant II (WO strategy), the industry can make an advantage on the opportunities that exist as a reference to focus activities by avoiding weaknesses. In quadrant III (WT strategy) the industry must minimize all weaknesses to face every threat. Finally, in quadrant IV (ST strategy) the industry must make every force to confront every threat by creating diversification to create opportunities.

Formulate a marketing strategy.

The business sector has given a mixed response to the pandemic that is still uncertain. Many companies then close their businesses because there is no longer demand, some reduce their production and service capacity, but there are also those who are hesitant because of the large exit costs that the company must bear. As a consequence, many company operations are forced to stop due to circumstances, companies have to cut off employment relationships with employees, high fixed costs still have to be paid, the risk of damage to facilities and unused capacity is part of the risks that burden the business sector.

The various consequences faced by the company due to the dynamics of a very dynamic environment will not be solved if a solution is not sought. For businesses engaged in the tofu industry, they must dare to make breakthroughs in marketing for the continuation of this business in the future. Departing from the SWOT calculation above, this industry is in a combination quadrant, which means that all its strengths are directed to minimize the adverse impact of environmental dynamics that are threatening. Therefore, a marketing strategy formulation was built as a strengthening strategy during the pandemic.

1. Building core competencies

In this difficult time, companies must offer something different, both in product competence, and service. Core competencies are important when consumers think about buying products that increase body immunity and health. Core competencies can be built to give confidence to consumers to always buy and be loyal to industrial products.

2. Using social media in marketing

People today in their daily lives are used to using social media for various interests, this makes social media can be used as a marketing bridge. Social media with its tours, such as Facebook, Instagram, and Twitter, can function as a digital marketing channel and can be used to communicate with consumers through advertising. With this social media, communication with consumers in activemarketingbags is easy.

The marketing approach using social media is first, by preparing a marketing plan based on video content that is currently trending in the world. Second, is to see and monitor the content that receives the most responses from the public where uploads that receive a good response show that the content is liked by the public. The content in question is not only liked by the public or customers but also ensures that the public or customers have easier access to the content created. Another method is to form a group or better known as forming a digital community, by making this digital communionis expected to be able to attract consumers to know the products being marketed. In the community group, something more humanist is presented, not only focusing on the product but also being able to present various information or stories about the product. This method can provide convenience to community members, as well as generate their loyalty to the product.

3. Using an intermediary (marketplace)

Online buying and selling activities are on the rise. One of the most widely used platforms for online trading in Indonesia is the marketplace. A marketplace is an intermediary between sellers and buyers in cyberspace. Marketplace sites act as third parties in online transactions by providing places to sell and payment facilities. It can be said that a marketplace is an online department store. Examples of popular Indonesian marketplaces are Tokopedia, Bukalapak, Elevenia, Blanja, and BliBli. Some examples of marketplaces from abroad that are popular in Indonesia are Shopee (Singapore), Lazada (Singapore), JD.ID (China), Amazon (United States), and Rakuten (Japan).

4. Continue to build positive perceptions and attitudes about product quality

The quality of Abian Tubuh tofu has been recognized in the city of Mataram. Tofu Abian Tubuh is a product that is very well known in this area, and the Mataram city government has made it a regional product of the region. The perception of the quality of tofu must continue to be embedded in the minds of customers so that loyalty is formed in them. Building this perception can be done to potential customers as well as existing customers through promotional activities and communication through digital technology that is developing today. This perception of quality has become increasingly important when the priority of consumer fulfillment has shifted to meeting the need for health products that increase the body's immunity.

5. Increase the creativity of craftsmen.

Product design is an attribute that needs to be explored in this tofu product, including size, shape, packaging color, and so on. Consumers want innovative designs as tastes and needs evolve.

6. Provide training to traders/entrepreneurs on how to market online.

E-commerce marketing is the only option for this business. However, not many business actors understand how to create content and how to do online marketing. Therefore, the role of the government and other related parties is needed immediately to provide training on how to market online.

4. CONCLUSION

Based on the results of research on marketing strategies in the tofu industry in Mataram city, the following conclusions can be drawn: 1) From the *Internal Factor Evaluation* analysis, it is known that the Mataram City tofu industry has a greater value of strength variables than weakness variables. These results indicate that this industry actually has a strong foundation to develop in the future. The capacity and competence of the industry have been built for a long time as a legacy from the previous generation, the quality of tofu, and the ability of the industry to build networks with partners and consumers outside the region and even abroad can be a source of competitive advantage for the industry in the future. 1) The results of the *External Factor Evaluation* analysis show that environmental dynamics as the most dominant threat variable has decreased sales, production activities and the supply of raw materials will be disrupted. 3) The industry knows that Mataram City is in a *combination* position, where the internal conditions are still quite strong but in the dynamics of the environment that is seriously threatening. Strengthening marketing strategies is formulated so

that the industry can get out of an unusual situation, namely the industry must build core competencies, use social media in marketing, use market place, continue to build positive perceptions and attitudes about product quality, increase creativity, and provide training to entrepreneurs and traders about online marketing.

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