

Strategy Analysis of Small and Medium Industry Model Business Production of Tofu at Mr Wardiyan Tofu Factory

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Abstract: Creative industry as an important role in the progress and development of the Indonesian economy. One way used to face global competition is by implementing a business strategy through the canvas business model. This model is one of the bridges in improving and creating innovation in existing business systems.

The problem of alternative business strategies also occurs in the MSME Mr Wardiyan Tofu Factory. This study aims to identify the criteria for sustainable businesses that have been run, analyze the quality of products provided to consumer satisfaction, and propose alternative business strategies to the MSME Mr Wardiyan Tofu Factory.

The results of the study show that the main strength of the MSME Mr Wardiyan Tofu Factory lies in the design of the tofu product size that can be requested which gets a score of 0.56, while its main weakness is in the section Having a place to make tofu products which gets a score of 0.44. The main opportunity for the MSME Mr Wardiyan Tofu Factory is to increase sales online via Google Maps or directly to each market which gets a score of 0.48, while the main threat is that the fluctuating inflation rate can affect the purchasing power of raw materials in the tofu product production process, namely soybeans which gets a score of 0.11. Based on the results of the SWOT and QSPM analysis, the proposed alternative strategies include adding innovations to product additions, implementing government training programs to improve business, and utilizing technology to increase business income.

Keyword: Business Model Canvass (BMC), SWOT Analysis, QSPM, Alternative Business Strategy Proposal, MSME Mr Wardiyan Tofu Factory.

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I. INTRODUCTION

Industrial companies in the manufacturing sector are facing fierce competition. Competition occurs from both domestic and foreign industrial companies in implementing production systems, where companies must be able to find new markets, to get opportunities and achieve excellent international performance. Research on the definition of management strategy has been widely conducted. Strategic management is the art or science of organizing, implementing, and issuing decisions through functions to enable organizations to achieve their goals [1]. The focus of management strategy is planning the goals of the company (organization), formulating policies, planning and allocating resources to achieve all policies and planning the process of achieving the goals of the company (organization); Management strategy is a business that combines the activities of various functional departments to achieve company goals.

A business model that describes the basic thinking about how organizations create, deliver and capture appropriate value. Economically, with the implementation of a good Business Model Canvas (BMC), it can provide an overview of the response to the products produced and the implementation of the business as a whole, making it easier for business actors to make decisions related to business development [2]. Strategy is defined as a process of determining a top leader's plan that focuses on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals. Specifically, strategy is defined as an action that is incremental (always increasing) and continuous, and is carried out based on a perspective on what customers expect in the future [3].

This national research seminar on science and technology information is entitled Business Strategy Analysis at the Aceh Kuphi Coffee Shop, Medan. The research method used is a qualitative descriptive analysis method with SWOT

analysis. Data collection techniques with in-depth interviews, observation, and documentation. The results obtained in this study are that the Aceh Kuphi coffee shop is in quadrant I, where the coffee shop is in a very prime/profitable condition, so the recommended strategy is a progressive strategy. The results of the SWOT matrix obtained the SO strategy, namely developing a marketing strategy by utilizing technology. The WO strategy can maximize online media to promote products, the ST strategy maintains product quality and service quality in order to create customer loyalty and the WT strategy maintains prices [4].

This study is entitled Digital SME Development Strategy in Facing the Free Market Era. The framework of the strategy management process to the implementation stage is discussed in this study. The first stage is an environmental audit (internal and external), the second stage is the creation of a digital SME village development strategy and individual SMEs, and the third stage is the implementation of the strategy, which includes suggestions for short-term, medium-term, and long-term programs. The survey process was carried out through structured interviews. 19 questions consist of five indicators: internet access, marketing, performance, finance, and product knowledge and customer needs. It is proven that the application of digital technology can improve SME performance, especially in terms of increasing the number of sales and access to new customers domestically. This is driven by SMEs to adopt digital technology through the provision of Managed Service Operational solutions for e-commerce services and accelerating the development of advertising so that SMEs can obtain effective and efficient promotional facilities through social media [5].

The role of the government is marked by the existence of Law Number: 9 of 1995 concerning Small Businesses, which aims, among other things, to realize the role of small businesses as the backbone and strengthen the structure of the national economy. The law was followed up by Government Regulation Number: 44 of 1997 concerning Partnership as one form of effort to create a business climate through cooperation between Micro, Small and Medium Enterprises (MSMEs) and Large Enterprises. Therefore, the Cooperatives and Small and Medium Enterprises Service has a legal basis in the form of a Law, namely Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs) and based on the TUPOKSI (Main Tasks and Functions) of each and PP RI Number 17 of 2013 concerning the implementation of Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises [6].

Law Number 20 of 2008 consists of 11 chapters and 44 articles which discuss, among other things, general provisions, principles and objectives, principles and objectives of empowerment, criteria, business climate development, business development, financing and guarantees, partnerships, coordination and control of micro, small and medium business empowerment. Currently, President Joko Widodo emphasizes the importance of the micro, small, and medium enterprises (MSMEs) sector for the Indonesian economy of around 65 million MSMEs in Indonesia, which contribute 61 percent to the national gross

domestic product (GDP) and absorb 97 percent of the workforce in improving the quality of MSME products, including improving packaging and branding, as an important factor in strengthening the competitiveness and export capabilities of Indonesian MSME [7].

The object of this research was carried out at the MSME Mr Wardiyani Tofu Factory, a factory that produces white tofu and brown tofu products according to the size of consumers based on the list and the desired number of orders. The raw materials used are soybeans weighing 12 tons from the Fks Multi Agro Public Company. The natural raw materials used are acetic acid from the processing of soybeans so that they produce tofu density when filtered, the materials needed in the production process such as filter cloth, firewood, and palm cooking oil.

The results of a field survey on one of the tofu industries in Bekasi City, namely the MSME Mr Wardiyani Tofu Factory by conducting direct interviews with the owner "Mr. Wardiyani" where the industry still has obstacles in the form of a decline in market segments.

This decline refers to behavioral market segments and geographic market segments. Marketers are constantly trying to identify products or services in a situation that often determines consumers to buy according to their needs and desires, which can be different from individuals in other locations. This decline is due to increased competitor competition in quality, price differences, and the shape and size of tofu products based on the services provided by employees to maintain customer trust.

Increased competitor competition in each market, namely the Pondok Gede market, Sumber Arta market, and Kecapi market, has resulted in a decrease in the number of sales by the MSME Mr Wardiyani Tofu Factory, thus affecting the company's profit. MSME Tofu Factory Mr Wardiyani needs to consider business process strategies to increase the number of sales from a new marketing by considering improving quality or increasing size, Reducing selling prices or improving distribution channels, Improving services provided by employees in maintaining customer trust. From the previous explanation, the author is interested in exploring and developing business strategies for small and medium industry models at MSME Tofu Factory Mr Wardiyani.

II. RESEARCH METHODS

A. Research Object

The object of the research was conducted at the MSME Mr Wardiyani Tofu Factory, located at Street Sejahtera No. 96, RT.7/RW.003, Jatiwaringin, Pondok Gede District, West Java. 17411. This research was conducted in terms of designing a sustainable business model for the ongoing Mr Wardiyani Tofu Factory business.

B. Identification of Problems

One of the problems that need to be identified is How is the product quality in satisfying consumers and meeting sustainable criteria at MSME Tofu Factory Mr Wardiyani. In

addition, an alternative approach is needed to find out the current business strategy recommendations.

C. Method of Collecting Data

The data collection method used by researchers is to collect primary data and secondary data. Secondary data needed in this study are: (a) Literature Study, literature study is conducted so that researchers can master the theory and basic concepts related to the problem being studied. This study is conducted by reading and studying several references such as literature, scientific reports that can support the formation of a theoretical basis so that it can be used as a strong foundation in research analysis; (b) Observation, observation is conducted by directly observing business partners, various sizes of tofu products needed, and the sales process. (c) Interview, interviews are conducted by submitting questions to the relevant parties at the MSME Mr Wardiyan Tofu Factory.

The primary data conducted in this study is general data related to the condition of the MSME Mr Wardiyan Tofu Factory such as Customer Segments, Revenue Flows, Value Proportions, Main Resources, Channels, Key Activities, Customer Relationships, Business Partnerships, and Cost Structures.

D. Data Processing

Data processing using Business Model Canvas is used to filter information from observation results consisting of several stages, namely:

- Business Model Canvas is mapped in a sequence of 9 blocks.
- Developing data by examining the results of each block in more depth to carry out data processing using SWOT in the future.
- Analyzing the selection of strategies is the conclusion of the process of selecting several strategies obtained from the SWOT analysis so that results are found to be proposed to the MSME Mr Wardiyan Tofu Factory.

E. Research Process Stages

The stages of the research process are stages in implementing research starting from the beginning to the end of the research, the stages of the research will be explained below:

- Literature review is carried out by tracing references related to libraries in general, and also includes tracing scientific journals available on the internet related to the topic of study and theories that are the basis for thinking in compiling research proposals.
- Identification of variables to formulate problems related to the background of the problem. Identification is needed for research purposes, the background of the problem, and the title of the research are interrelated.

- Data collection, the data collection needed in this study is general data related to the conditions of the MSME Mr Wardiyan Tofu Factory such as Customer Segments, Revenue Flows, Value Proportions, Main Resources, Channels, Key Activities, Customer Relationships, Business Partnerships, and Cost Structures.
- The data that has been processed is then discussed or discussed the results of the research, the suitability with the background of the problem, the formulation and objectives and hypotheses (if any) in the research that lead to conclusions.
- Conclusions and Suggestions. The last stage of this research is conclusions and suggestions. Conclude the results of the analysis and calculations according to the formulation of the problem. So that it can be used as a reference for the company. On the next page is Figure 1. Research Flow, and Figure 2. Algorithm of the Business Model Canvas Method.

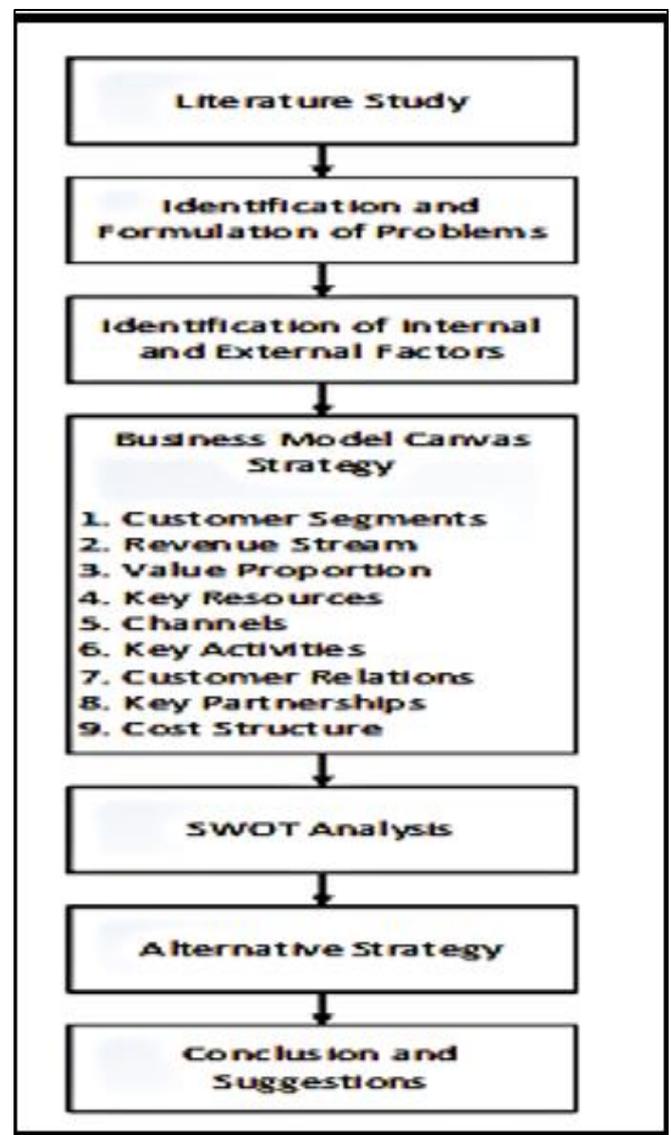


Fig 1: Research Flow

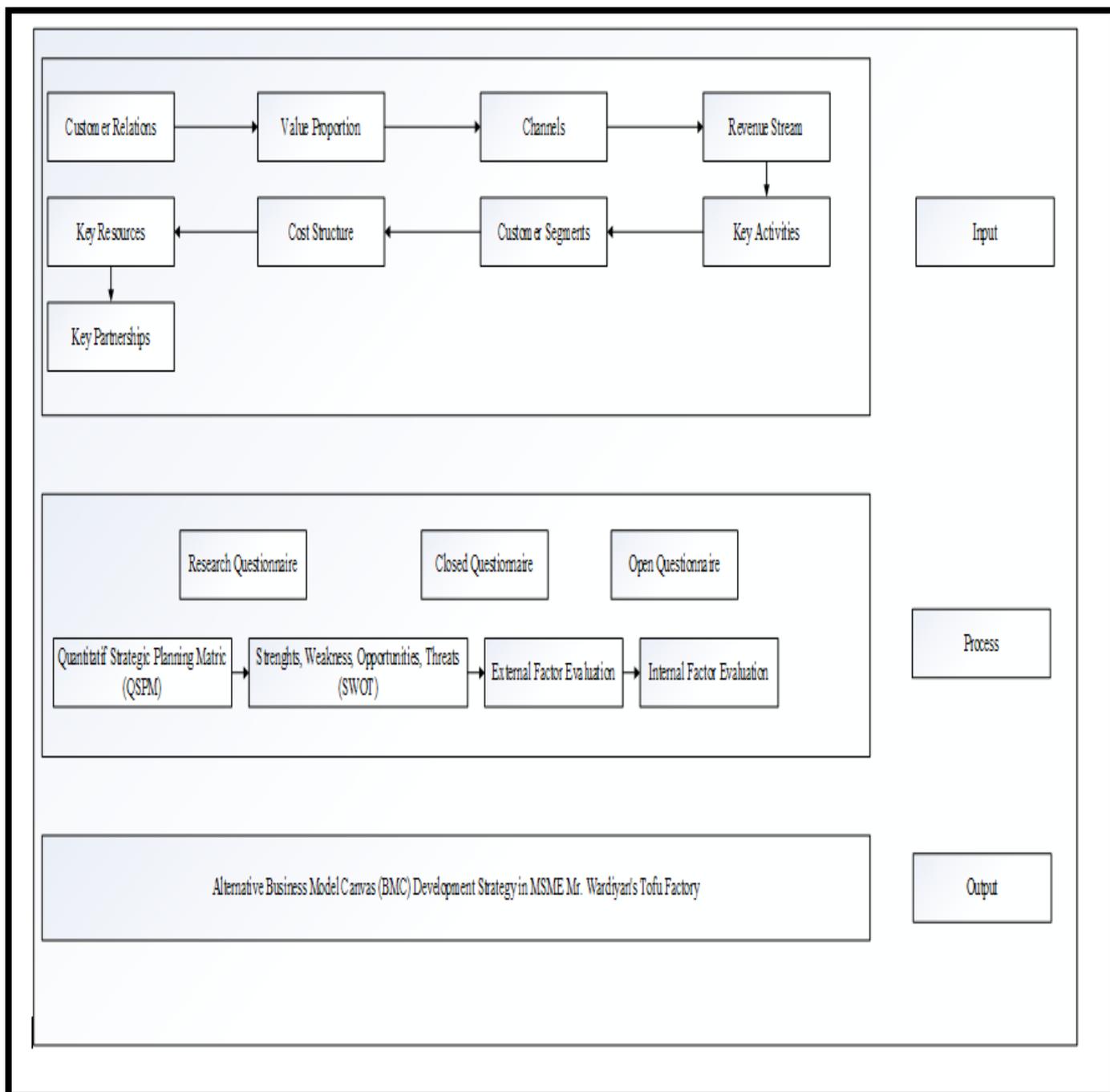


Fig 2: Algorithm of the Business Model Canvas Method

III. RESULTS AND DISCUSSION

A. Data Collection

➤ *Overview of MSME Mr Wardiyar Tofu Factory*

MSME Mr Wardiyar Tofu Factory is one of the small and medium enterprises engaged in the tofu product manufacturing industry. MSME Mr Wardiyar Tofu Factory has various sizes of tofu products using acetic acid derived from soybean raw materials. The final product of MSME Mr Wardiyar Tofu Factory production is white and brown tofu in various sizes according to consumer demand based on the

desired list and order such as 7x7, 8x8, 10x10, 10x11, and 11x11. MSME Mr Wardiyar Tofu Factory is located at Jl. Sejahtera No.96, RT.7 / RW.003, Jatiwaringin, Kec. Pondok Gede, Bekasi City, West Java. 17411.

B. Organizational Structure

The organizational structure applied to the MSME Mr Wardiyar Tofu Factory aims to achieve sales targets from product inventory each month by clarifying the work and position of each position. The following on the next page is Figure 3. Organizational Structure Of The MSME Mr Wardiyar Tofu Factory.

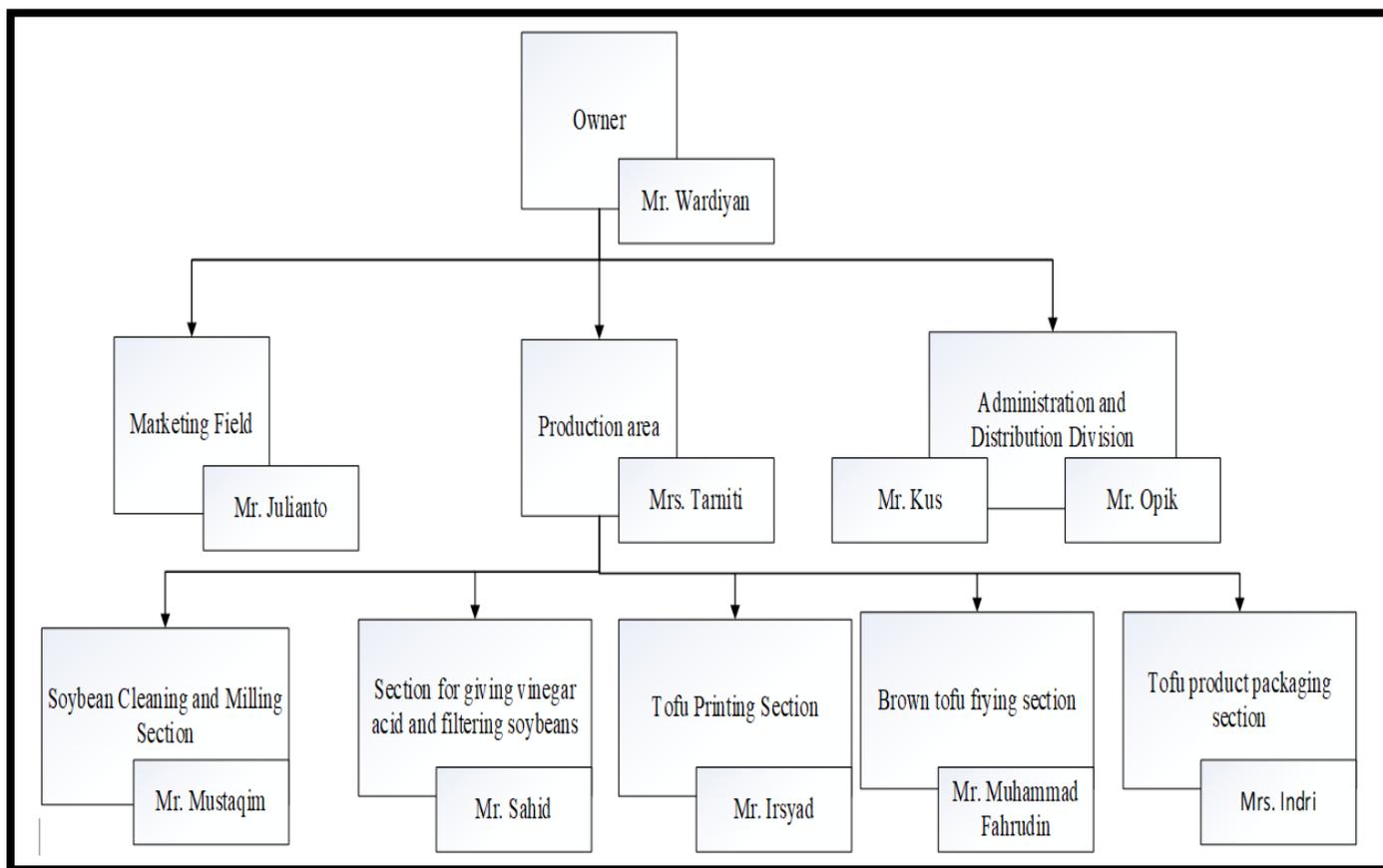


Fig 3: Organizational Structure Of The MSME Mr Wardiyan Tofu Factory

C. MSME Business Model of MR Wardiyan Tofu Factory

A business model is a strategy used by a company to generate revenue and achieve long-term success. business model. Business Model Canvas is often used by various start-up business circles because it is a summary of business ideas that is easier and faster than a Business Plan that is made for dozens of pages to create a business idea concept [8]. Business Model Canvas has nine important factors in it; Customer Relationships (consumer relationships), Value Proposition (consumer value proposition), Channels (distribution channels), Review Flow (resources), Key

Activities (activities or activities to be carried out), Customer Segments (consumer segmentation), Cost Structure (cost structure). Key Resources (resources), and Key Partnerships (cooperation) [9]. With the Business Canvas Model, describing a business model with nine interconnected elements becomes more interesting and helps understand the elements that can help companies develop value for consumers to be more focused and better. The following on the next page is Figure 4. MSME Business Model of Mr Wardiyan Tofu Factory.

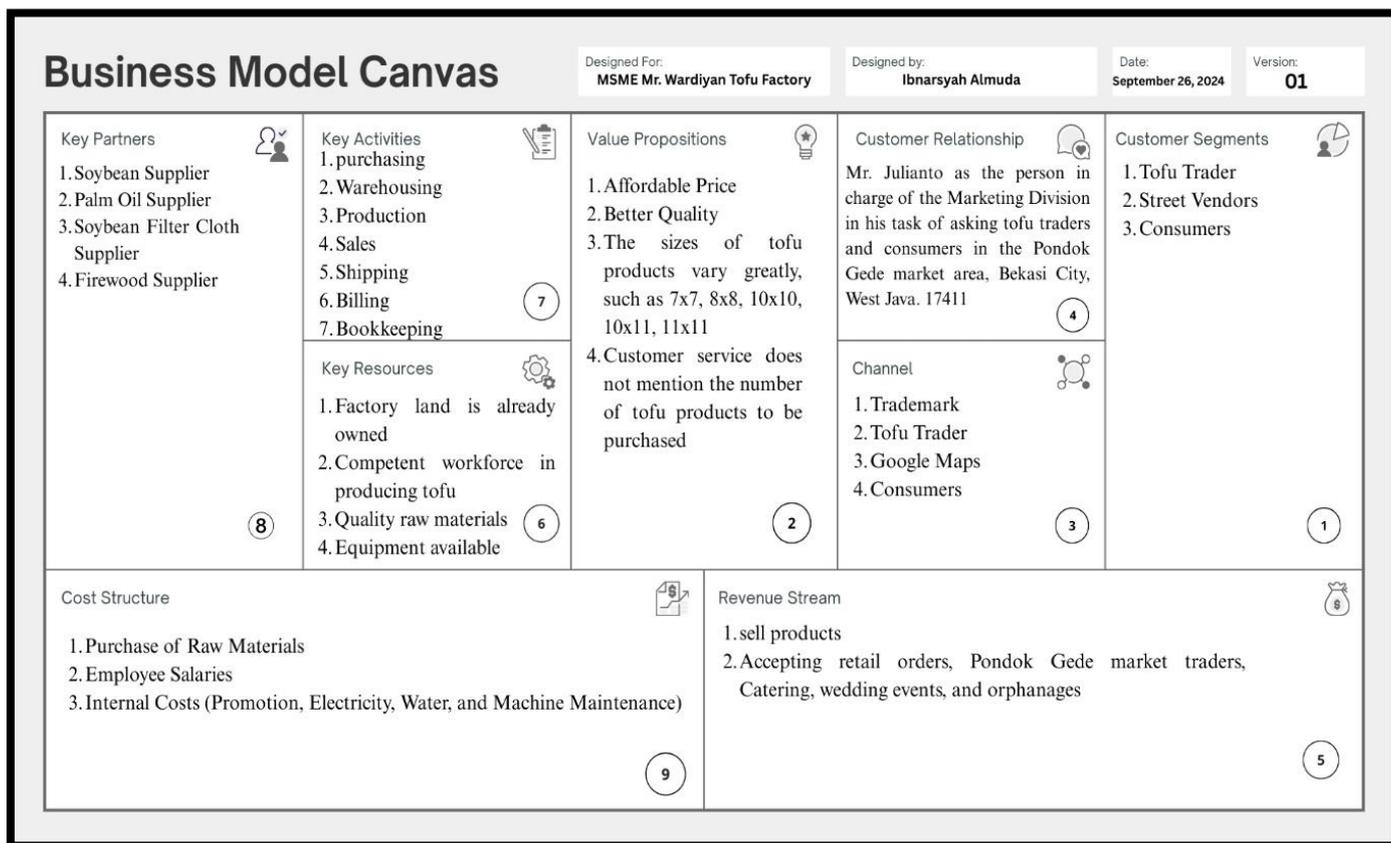


Fig 4: MSME Business Model of Mr Wardiyanto Tofu Factory

Nine elements of the MSME business model of Mr Wardiyanto Tofu Factory Currently:

➤ *Customer Segments*

Customer Segmentation of Mr. Wardiyanto's Tofu Factory MSME, namely Tofu Traders in the Pondok Gede market area, Street vendors such as Betawi rujak with peanut sauce, fresh vegetables with peanut sauce, spicy tofu, and catfish pecel, Consumers who come directly to the factory according to sales orders, both male and female.

➤ *Value Propositions*

MSME Mr Wardiyanto Tofu Factory provides superior value in the service section for consumers who choose white and brown tofu products at Mr Wardiyanto's tofu factory because of the more affordable price, better quality, and the very varied sizes of tofu products such as 7 x 7, 8 x 8, 10 x 10, 10 x 11, 11 x 11.

➤ *Channel*

The initial way for MSME Mr. Wardiyanto's Tofu Factory to reach consumers is by marketing products through Trademarks, Tofu Traders, Google Maps, and consumers can come directly to the factory location to make transactions to purchase White Tofu and Tofu Skin Products.

➤ *Customer Relationship*

The customer relationship category occurred when MSME Tofu Factory Mr. Wardiyanto directly appointed Mr. Julianto as Marketing Manager in his task of asking tofu traders and consumers in the Pondok Gede market area, Bekasi City, West Java. 17411.

➤ *Revenue Stream*

The income of MSME MR Wardiyanto Tofu Factory comes from product sales to consumers, tofu traders in the Pondok Gede market area, catering, weddings, and orphanages.

➤ *Key Resources*

MSME Mr Wardiyanto Tofu Factory in running its business requires four main resources, namely factory land that is already owned by itself, competent workers in producing tofu, quality raw materials, available modern equipment.

➤ *Key Activities*

Key Success Activities carried out by MSME Mr Wardiyanto Tofu Factory in achieving business targets by carrying out Purchase and Warehousing of Raw Materials, Production, Sales, Delivery, Payment Billing, and Bookkeeping of Payments for White and Brown Tofu Products. The following is Figure 5. Key Activities of MSME at Mr Wardiyanto Tofu Factory.

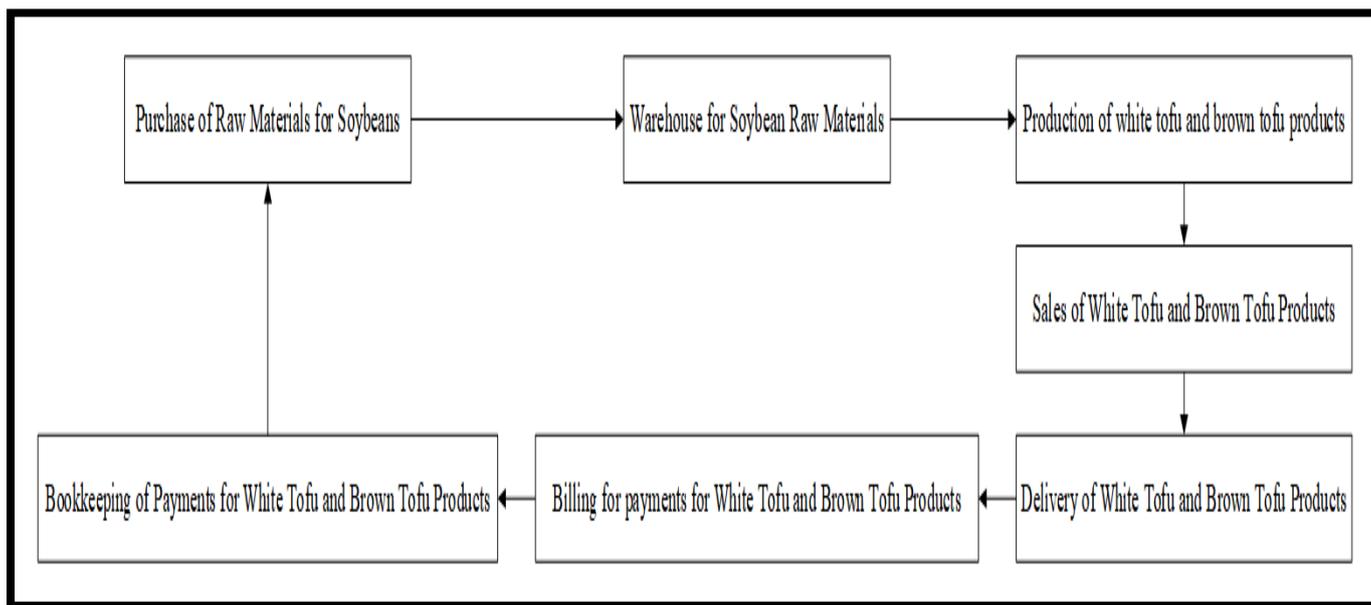


Fig 5: Key Activities of MSME at Mr Wardiyan Tofu Factory

➤ *Key Partners*

MSME Mr Wardiyan Tofu Factory has five business partners in providing business capital, namely Soybean Supplier, Palm Oil Supplier, Soybean Filter Cloth Supplier, and Firewood Supplier.

➤ *Cost Structure*

MSME Mr Wardiyan Tofu Factory has a cost structure needed to run a business, namely Purchase of Raw Materials, Employee Salaries, and Internal Costs such as Promotion, Electricity, Water, and Machine Maintenance.

D. Input Provider Stage of Establishment of MSME Mr Wardiyan Tofu Factory

The first step in developing a strategy is to identify the internal and external environmental conditions of the factory. This stage aims to provide an overview of the factory's position compared to competitors and the factors that influence business development.

E. Identifying Internal Factors of MSME Mr Wardiyan Tofu Factory

Identification of internal factors of MSME Mr. Wardiyan Tofu Factory was obtained through interviews with parties who play a role in the development of the company, such as business owners, as well as teams from the marketing, production, administration, and distribution fields. The purpose of this identification is to reveal the strengths and weaknesses in the factory to support business development. The following are some of the advantages of Mr. Wardiyan's Tofu Factory.

➤ *Environmentally Friendly Products*

MSME Mr Wardiyan Tofu Factory uses acetic acid derived from the main raw material, namely soybeans, in producing white tofu and tofu skin products, thus producing soybean dregs which are useful for other factories in managing oncom products.

➤ *Have a Place to Make Tofu Products*

MSME Mr Wardiyan Tofu Factory has a land area of 240 m² with several areas, namely the warehouse area for storing soybean raw materials with the red cakbola trademark from Fks Multi Agro Public Company, the production area, and the product delivery area.

➤ *Tofu Product Size Design can be Requested*

MSME Mr Wardiyan Tofu Factory can meet consumer demand in terms of size that other tofu factories on the market do not have.

➤ *The Cutting Quality of Tofu Products is Very Appropriate*

MSME MR Wardiyan Tofu Factory can fulfill and produce guaranteed quality products in terms of white tofu sizes, namely 10x10, 10x11, and tofu skin 7x7, 8x8, 10x10, 10x11, 11x11 according to consumer demand that other tofu factories on the market do not have. The following are some of the weaknesses of the Mr Wardiyan Tofu Factory.

➤ *Marketing*

MSME Mr Wardiyan Tofu Factory does not have any employees in the promotion field. The marketing method used to reach customers is by marketing products through Trademarks, Tofu Traders, Google Maps, and Consumers can go directly to the factory location to make transactions to purchase White Tofu and Tofu Skin Products.

➤ *MSME Mr Wardiyan Tofu Factory only Produces Two Products, Namely White Tofu and Brown Tofu.*

MSME Mr Wardiyan Tofu Factory must be able to utilize the dregs from the soybeans used. Based on the production process of white tofu and brown tofu products to add oncom products.

➤ *There is Competition from Similar Products*

The manufacturing industry, especially tofu products in Indonesia, is now growing with many companies emerging. Competition does not only occur domestically, but also

internationally, especially in terms of price and patent rights. With the implementation of free trade, tofu manufacturing entrepreneurs are worried because there is no government regulation.

➤ *Lack of Employees in the Distribution of Tofu Product Delivery*

MSME Mr Wardiyana Tofu Factory faces significant challenges in terms of tofu product distribution. One of the main problems faced is the lack of employees available to handle the product delivery process.

This labor shortage causes obstacles in ensuring that tofu products can be distributed efficiently and on time to

customers. This is a serious concern for MSME Mr Wardiyana Tofu Factory. So considering the importance of smooth distribution to maintain customer satisfaction and business sustainability.

F. *Internal Factor Evaluation Results of MSME Mr. Wardiyana Tofu Factory*

The internal factor evaluation process aims to identify the main strengths and weaknesses in the company. This process is carried out using the IFE (Internal Factors Evaluation) method. The results of the IFE analysis are in the form of scores obtained from the multiplication of the weight and internal rating. The following is Table 4.1 The results of the IFE (Internal Factors Evaluation).

Table 1: The Results of the IFE (Internal Factors Evaluation)

Internal Factors	Weight	Rating	Score
Eco-friendly products	0.13	4	0.52
Have a place to make tofu products	0.11	4	0.44
Tofu product size design can be requested	0.14	4	0.56
The cutting quality of tofu products is very appropriate	0.13	3.67	0.48
Marketing	0.12	4	0.48
MSME Mr Wardiyana Tofu Factory only produces two products, namely white tofu and brown tofu.	0.12	4	0.48
There is competition from similar products	0.13	4	0.52
Lack of Employees in the Distribution of Tofu Product Delivery	0.12	4	0.48
Total			3.96

Based on Table 1. The results of the IFE (Internal Factors Evaluation) which show the main strength of the MSME Mr. Wardiyana Tofu Factory are the design of the tofu product size can be requested which gets a score of 0.56. While the main weakness of the MSME Mr. Wardiyana Tofu Factory at this time is having a place to make tofu products which gets a score of 0.44. Overall, the total internal score obtained from the MSME Mr. Wardiyana Tofu Factory is 3.96 which means that the MSME Mr. Wardiyana Tofu Factory can utilize the strengths it has rather than overcoming the minor weaknesses that exist.

G. *Identifying Internal Factors of MSME Tofu Factory Mr. Wardiyana*

After identifying the internal factors of MSME Tofu Factory Mr. Wardiyana. The next step is to identify external factors. The purpose of this identification is that the factory can take advantage of existing opportunities and reduce the risk of threats. The following page contains several business opportunities owned by Mr. Wardiyana's Tofu Factory MSME:

➤ *Tofu Products use Acetic Acid from Raw Materials, Namely Soybeans, in their Production Process*

The use of natural raw materials is currently not widely used and more use of non-natural raw materials. Acetic acid or acetic acid is more widely used because it is more practical, has a cheaper price. However, non-natural raw materials have a negative impact on the environment. The use of natural raw materials has a weakness, namely the long process time to produce soy protein coagulation in the tofu product production process at Mr. Wardiyana's MSME Tofu Factory.

➤ *Increasing Online Purchases Via Google Maps*

Current technological developments can be said to be able to encourage people's purchasing power to utilize the internet in various activities, including in the process of purchasing tofu products. Many customers consider that shopping online is more practical than visiting the factory directly.

➤ *Increase Direct Sales to Each Market*

Mr. Wardiyana Tofu Factory MSMEs in reaching customers by conducting direct marketing to each market, namely Pondok Gede Market, Kecapi Market, and Kramat Jati Market to increase sales of white tofu and skin tofu products to street vendors and tofu.

➤ *Cooperation with Supplier Companies in Making Tofu Products*

Mr. Wardiyana Tofu Factory MSME collaborates with private companies in making tofu products. They can order soybeans, palm oil, filter cloth, and firewood that they need from business partners in providing business capital.

➤ *The Role of Government in Supporting the Manufacturing Industry*

The national creative economy industry has experienced very rapid growth in the last three years. According to national data, this sector has absorbed 22 million workers and contributed 6.54 percent to the gross domestic product (GDP) which is equivalent to IDR 1,280 quadrillion. At the global level, the economic value of the creative industry has even surpassed the oil and gas industry. The role of government in supporting the creative economy is very important, including promoting products from this sector to various regions and

international markets. Next, there are several threats that can hinder the progress of the MSME Mr. Wardiyan Tofu Factory business, namely

➤ *High Level of Competition Both from within and Outside the Country*

The tofu product processing industry has comparative and competitive competitiveness in the international market. Competition with China, Japan, South Korea, Thailand, and Vietnam as one of the largest tofu producing countries that have various variants, soft textures, and very advanced production techniques.

➤ *Fluctuating Inflation Rates Affect People's Purchasing Power*

High inflation reflects a significant increase in the average price of goods or services at the consumer level, resulting in a decrease in the purchasing power of money to obtain goods or services.

➤ *Fluctuating Inflation Rates Affect the Purchasing Power of Raw Materials in the Tofu Production Process, Namely Soybeans*

In 2022, cases of fluctuating inflation rates can have an impact on disrupting the purchasing power of raw materials, namely soybeans used in the tofu production process at MSME Mr. Wardiyan Tofu Factory

➤ *Competing Companies Offer Similar Products at Lower Prices*

The tofu manufacturing industry faces threats from competitors both from abroad and domestically. Counterfeit products from tofu factories often imitate the methods introduced and used by MSME Mr. Wardiyan Tofu Factory. In addition, threats also come from imported tofu products that are offered at lower prices than local tofu products, although their quality is not always considered by consumers.

➤ *External Factor Evaluation Results of MSME Mr. Wardiyan Tofu Factory*

The external factor evaluation process aims to identify the main opportunities and threats for the company. This evaluation is carried out through the EFE (External Factor Evaluation) method. The following is Table 2. The results of the EFE (External Factor Evaluation)

Table 2: The Results of the EFE (External Factor Evaluation)

External Factor	Weight	Rating	Score
Tofu products use acetic acid from raw materials, namely soybeans in their production process	0.10	4	0.4
Increasing online purchases via Google Maps	0.12	4	0.48
Increasing direct sales to each market	0.12	4	0.48
Cooperation with supplier companies in making tofu products	0.11	4	0.44
The role of government in supporting the manufacturing industry	0.11	3.7	0.40
High levels of competition both from within and outside the country	0.11	1.7	0.18
Fluctuating inflation rates affect people's purchasing power	0.12	1	0.12
Fluctuating inflation rates affect the purchasing power of raw materials in the production process of tofu products, namely soybeans	0.11	1	0.11
Competitor companies offer similar products at lower prices	0.11	1.7	0.18
Total			2.79

Based on table 2. The results of the EFE (External Factor Evaluation) which shows the main opportunity of MSME Tofu Factory Mr. Wardiyan is to increase sales online through Google Maps or directly to each market which obtained a score of 0.48. While the main threat of MSME Tofu Factory Mr. Wardiyan at this time is the fluctuating inflation rate which can affect the purchasing power of raw materials in the tofu product production process, namely soybeans which obtained a score of 0.11. Overall, the total external score obtained by MSME Tofu Factory Mr. Wardiyan is 2.79, which means that MSME Tofu Factory Mr. Wardiyan must anticipate and overcome the main threats that exist to take advantage of the main opportunities it has.

H. *Matching Stages of MSME Strategy Formation of Mr. Wardiyan Tofu Factory.*

The matching stage aims to formulate alternative strategies in business development. This process is carried out through two approaches, namely the IE matrix which is used to determine the position of business development and the SWOT matrix which functions to formulate strategies that are in accordance with environmental factors.

I. *Internal and External Matrix Results of Mr. Wardiyan Tofu Factory MSME*

The IE Matrix was developed by David which is a combination of the total scores of internal and external factor assessments to analyze the company's position and describe the right strategic alternatives. The following is Figure 6. Internal and External Matrix of Mr. Wardiyan Tofu Factory MSME.

	Strong 4.00 – 3.00	Passable 2.99 – 2.00	Weak 1.99 – 1.00
Strong 4.00 – 3.00	I	II	III
Passable 2.99 – 2.00	IV	V	VI
Weak 1.99 – 1.00	VII	VIII	X

Fig 6: Internal and External Matrix of Mr. Wardiyan Tofu Factory MSME

Based on Figure 6. Internal and External Matrix of MSME Mr. Wardiyan Tofu Factory, the results of the IE matrix show that the condition of MSME Mr. Wardiyan Tofu Factory is in division number IV. This position indicates that MSME Mr. Wardiyan Tofu Factory is in a passable and strong position (growth). The strategy that can be formulated for MSME Mr. Wardiyan Tofu Factory is to increase product sales in various traditional markets. The current condition of MSME Mr. Wardiyan Tofu Factory is to increase business by looking for resellers to increase higher production volumes.

J. SWOT Matrix Results of Mr Wardiyan Tofu Factory MSME

The SWOT matrix is a tool used to formulate strategic decisions with the aim of maximizing strengths and opportunities, so as to minimize the weaknesses and threats of the factory. The following is Table 3. SWOT Matrix of Mr Wardiyan Tofu Factory MSME.

Table 3: SWOT Matrix of Mr Wardiyan Tofu Factory MSME

Internal / External	Strengths	Weaknesses
Opportunities	Environmentally friendly products There is a place to make tofu products Tofu product size design can be requested The cutting quality of tofu products is very appropriate	Marketing MSME Mr Wardiyan Tofu Factory only produces two products, namely white tofu and brown tofu.
Increase direct sales to each market Cooperation with supplier companies in making tofu products The role of government in supporting the manufacturing industry	S – O Strategy	W – O Strategy
Threats	Implementing Product Addition Innovation Implementing government training programs to improve business	Utilizing technology to increase business revenue Developing online marketing through Grabfood, Gomart, Shopefood
High level of competition both from within and outside the country Fluctuating inflation rates affect people's purchasing power Fluctuating inflation rates affect the purchasing power of raw materials in the tofu production process, namely soybeans	S – T Strategy	W – T Strategy

Competing companies offer similar products at lower prices		
	Increase product sales by promoting via live TikTok, Facebook, Instagram	Increase the use of acetic acid from soybean raw materials

The following is a strategy resulting from the SWOT matrix shown in Table 4. Results of the QSPM Assessment of Mr. Wardiyan's Tofu Factory MSME

Table 4: Results of the QSPM MSME Assessment of Mr Wardiyan Tofu Factory

Alternative Strategy	
AS 1	Conducting Product Addition Innovation
AS 2	Implementing government training programs to improve business
AS 3	Utilizing technology to increase business income
AS 4	Developing online marketing through Grabfood, Gomart, Shopefood
AS 5	Increasing product sales by promoting through live TikTok, Facebook, Instagram.
AS 6	Increasing the use of acetic acid from soybean raw materials

K. Questionnaire (Consumer Needs Attributes)

The data collection stage is first determined by respondents as the source of closed and open questionnaire

data. The following is Table 4.5 Form of Closed Questionnaire Questions in this study.

Table 5: Form of Closed Questionnaire Questions in this Study

Closed Questionnaire MSME Mr Wardiyan Tofu Factory Respondent Identity Name : Gender : Please mark "✓" on the statements you agree with below						
Dimensions of Quality	Attribute	Value				
		1	2	3	4	5
Performance	Good product quality from Mr Wardiyan Tofu Factory because it uses acetic acid					
	The tofu product sizes are 7 x 7, 8 x 8, 10 x 10, 10 x 11, 11 x 11 from Mr Wardiyan Tofu Factory					
	Advantages in affordable prices and customer service that does not specify the amount to be purchased					
Features	The sizes of white tofu and brown tofu vary from Mr Wardiyan Tofu Factory					
	The convenience of a spacious production area at Mr Wardiyan Tofu Factory					
	Seeing and assisting in the production process of white tofu and brown tofu products according to the consumer request list					
Closed Questionnaire MSME Mr Wardiyan Tofu Factory Respondent Identity Name : Gender : Please mark "✓" on the statements you agree with below						
Dimensions of Quality	Attribute	Value				
		1	2	3	4	5
Reliability	The durability of white tofu and brown tofu products lasts for 1 to 2 days from Mr Wardiyan Tofu Factory					

	Use of substances from processed soybean raw materials in the production process of Mr Wardiyan tofu factory products					
Conformance	The suitability of the size of white tofu and brown tofu products with demand, and consumer needs or market needs					
	The timeliness of production and distribution of deliveries given to complete product orders					
Durability	The durability of the quality of tofu products that do not quickly become sour, changes in color, aroma, and texture of the size are maintained					
	Dregs from soybean raw materials in the tofu production process can be used to make oncom products and animal feed.					
Service	Friendliness of employees in providing services					
	Ease of purchase and payment transactions					
	Speed of MSME Mr Wardiyan Tofu Factory in making improvements if there is a product revision					
Aesthetics	MSME Mr Wardiyan Tofu Factory provides various sizes of white tofu and brown tofu products					
	Employees in the production section at MSME Mr Wardiyan Tofu Factory neatly cut the product					

Closed Questionnaire
 MSME Mr Wardiyan Tofu Factory
 Respondent Identity
 Name :
 Gender :
 Please mark “✓” on the statements you agree with below

Dimensions of Quality	Attribute	Value				
		1	2	3	4	5
Perceived Quality	Consumers are happy and satisfied with Mr Wardiyan Tofu Factory products					
	Consumers highly recommend Mr Wardiyan Tofu Factory products compared to competitors					

What makes you interested in buying MSME Mr Wardiyan Tofu Factory products?

Brand	Price	Model	Material

How do you assess the various sizes of products produced by MSME Mr Wardiyan Tofu Factory?

Very Diverse Sizes of Tofu Products	Quite Diverse Sizes of Tofu Products	Less Diverse Sizes of Tofu Products	Not Diverse Sizes of Tofu Products

How do you describe the prices of white tofu and brown tofu products?

Very Expensive	Quite Expensive	Affordable	Very Cheap
How do you assess the quality of white and brown tofu products at MSME Mr Wardiyana Tofu Factory?			
Very Good	Quite Good	Poor Good	Very Poor Good
Closed Questionnaire MSME Mr Wardiyana Tofu Factory Respondent Identity Name : Gender : Please mark "✓" on the statements you agree with below			
Seberapa tahu anda tentang merk brand MSME Pabrik Tahu Mr Wardiyana?			
Very Knowledgeable	Quite Knowledgeable	Not Knowledgeable	Don't Know
Description: 5 = Very Good 4 = Good 3 = Quite Good 2 = Less Good 1 = Not Good			

Based on Table 5. Form of Closed Questionnaire Questions in this study which uses a Likert scale in its data collection technique as many as 30 respondents with several alternative assessment answers from code one which is less good, code two which is less good, code three which is quite good, code four which is good, code five which means very good.

Respondents who answered this closed questionnaire were 32 people with five questions asked to find out the desires in the quality dimension. The following is Table 6. Conclusion of Closed Questionnaire Results.

Table 6: Conclusion of Closed Questionnaire Results

Dimensions of Quality	Attribute	Value					Total
		1	2	3	4	5	
Performance	Good product quality from Mr Wardiyana Tofu Factory because it uses acetic acid	0	2	6	4	20	32
	The tofu product sizes are 7 x 7, 8 x 8, 10 x 10, 10 x 11, 11 x 11 from Mr Wardiyana Tofu Factory	0	4	4	7	17	32
	Advantages in affordable prices and customer service that does not specify the amount to be purchased	0	1	5	8	18	32
Dimensions of Quality	Attribute	Value					Total
Features	The sizes of white tofu and brown tofu vary from Mr Wardiyana Tofu Factory	0	0	2	5	25	32
	The convenience of a spacious production area at Mr Wardiyana Tofu Factory	0	0	5	14	13	32
	Seeing and assisting in the production process of white tofu and brown tofu products according to the consumer request list	0	0	2	13	17	32
	The durability of white tofu and brown tofu products lasts for 1 to 2 days from Mr Wardiyana Tofu Factory	0	0	2	11	19	32

Reliability	Use of substances from processed soybean raw materials in the production process of Mr Wardiyan tofu factory products	1	0	2	6	23	32
Conformance	The suitability of the size of white tofu and brown tofu products with demand, and consumer needs or market needs	0	1	0	9	22	32
	The timeliness of production and distribution of deliveries given to complete product orders	0	0	2	14	16	32
Durability	The durability of the quality of tofu products that do not quickly become sour, changes in color, aroma, and texture of the size are maintained	0	1	3	11	17	32
	Dregs from soybean raw materials in the tofu production process can be used to make oncom products and animal feed.	0	2	4	13	13	32
Service	Friendliness of employees in providing services	0	0	1	5	26	32
	Ease of purchase and payment transactions	0	0	6	10	16	32
	Speed of MSME Mr Wardiyan Tofu Factory in making improvements if there is a product revision	0	0	4	3	25	32
Dimensions of Quality	Attribute	Value					Total
		1	2	3	4	5	
Aesthetics	MSME Mr Wardiyan Tofu Factory provides various sizes of white tofu and brown tofu products	0	1	3	8	20	32
	Employees in the production section at MSME Mr Wardiyan Tofu Factory neatly cut the product	0	0	5	16	11	32
Perceived Quality	Consumers are happy and satisfied with Mr Wardiyan Tofu Factory products	0	0	0	5	27	32
	Consumers highly recommend Mr Wardiyan Tofu Factory products compared to competitors	0	0	1	10	21	32

Based on Table 6. Conclusion of Closed Questionnaire Results using a Likert scale based on eight dimensions of quality, namely Performance, Features, Reliability, Conformance, Durability, Services, Aesthetics, Perceived Quality to 32 respondents in Good product quality from Mr. Wardiyan Tofu Factory because it uses vinegar with a scale value of 5 which means very good, Tofu product size is 7 x 7, 8 x 8, 10 x 10, 10 x 11, 11 x 11 from Mr. Wardiyan Tofu Factory with a scale value of 5 which means very good, excellence in Affordable prices and consumer services that are not specified in the amount to be purchased with a scale value of 5 which means very good, The size of white tofu and brown tofu has various sizes from Mr. Wardiyan Tofu Factory with a scale value of 5 which means very good, The convenience of a large production site at Mr. Wardiyan Tofu Factory with a scale value of 4 which means quite good, Seeing and assisting in the production process of white tofu and brown tofu products according to the consumer request list with a scale value of 5 which means very good, The durability of white tofu and brown tofu products lasts for 1 to 2 days from Mr. Wardiyan Tofu Factory with a scale value of 5 which means very good, Use of substances from processed soybean raw materials in the production process of Mr. Wardiyan tofu factory products with a scale value of 5 which means very good, Suitability of the size of white tofu and brown tofu products with demand, and consumer needs or market needs with a scale value of 5 which means very good, Timeliness of production and distribution of deliveries given

to complete product orders with a scale value of 5 which means very good, Durability of tofu product quality that does not quickly become sour, changes in color, aroma, and texture of size are maintained with a scale value of 5 which means very good, Dregs from soybean raw materials in the tofu production process can be used to make oncom products with a scale value of 5 which means very good, and animal feed, Friendliness of employees in providing services with a scale value of 5 which means very good, Ease of purchase and payment transactions with a scale value of 5 which means very good, Speed of MSME Mr. Wardiyan Tofu Factory in making improvements if there is a product revision with a scale value of 5 which means very good, MSME Tofu Factory Mr Wardiyan provides various sizes of white tofu and brown tofu products with a scale value of 5 which means very good, Employees in the production section at MSME Mr Wardiyan Tofu Factory cut the products neatly with a scale value of 4 which means quite good, Consumers are happy and satisfied with Mr Wardiyan Tofu Factory products with a scale value of 5 which means very good, and Consumers highly recommend Mr Wardiyan Tofu Factory products compared to Competitors with a scale value of 5 which means very good

L. Research Questionnaire

Respondents who answered this questionnaire amounted to 32 people with five questions asked to find out

consumer desires related to the quality dimensions of the MSME Tofu Factory Business Mr. Wardiyani. The following is Table 7. Results of the Research Questionnaire.

Table 7: Results of the Research Questionnaire

No	Question	Scale			
		1	2	3	4
1	What makes you interested in buying MSME Mr Wardiyani Tofu Factory products?	9	32	14	17
2	How do you assess the various sizes of products produced by MSME Mr Wardiyani Tofu Factory?	31	0	0	0
3	What do you think about the price description of white tofu and brown tofu products?	0	0	16	16
4	How do you assess the quality of white and brown tofu products at MSME Mr Wardiyani Tofu Factory?	32	0	0	0
5	How much do you know about the MSME Mr Wardiyani Tofu Factory brand?	21	12	0	0

Conclusion Table 7. Results of the Research Questionnaire above using a Likert scale based on five questions asked, namely What makes you interested in buying MSME Tofu Factory Mr. Wardiyani products with a scale value of 2 (price) from a scale of 1 (brand), scale 3 (model), and scale 4 (material), How do you assess the various sizes of products produced by MSME Tofu Factory Mr. Wardiyani with a scale value of 1 (very diverse sizes of tofu products) from a scale of 1 (quite diverse sizes of tofu products), scale 3 (less diverse sizes of tofu products), and scale 4 (not diverse sizes of tofu products), How do you describe the price of white tofu and brown tofu products in your opinion with a scale of 3 (affordable) and a scale of 4 (very cheap) from a scale of 1 (very expensive), and a scale of 2 (quite expensive),

How do you assess the quality of white and brown tofu products at MSME Tofu Factory Mr. Wardiyani with a scale of 1 (very high quality) from a scale of 2 (quite high quality), scale 3 (less high quality), and scale 4 (not high quality), and How much do you know about the MSME Tofu Factory Mr. Wardiyani brand with a scale of 1 (very know) from scale 2 (quite know). Scale 3 (less know), and scale 4 (don't know) to find out consumer desires for the quality dimensions of the MSME Business of Mr Wardiyani Tofu Factory.

M. Customer Profile List

In the closed questionnaire results, you can find out the list of customer profiles that answered the five statements based on their quality dimensions. Below is Table 8. List of Customer Profiles.

Table 8: List of Customer Profiles

Customer Profile		
Age	20 to 25	7
	26 to 30	9
	31 to 35	6
	36 to 40	4
	41 to 45	0
	46 to 50	3
	51 to 55	0
	56 to 60	2
Gender	61 to 65	1
	Man	16
Job	Women	16
	College Students	3
	Tofu Trader	7
	Government Employees	8
	Private Employees	14

Based on Table 8. Customer Profile List, it can be seen that as many as 32 respondents aged 26-30 years who are male and work as private employees, answered the most closed questionnaire regarding consumer satisfaction with the

products of Mr. Wardiyani Tofu Factory MSMEs. Below is Figure 7. Pie Chart Diagram and Figure 8. Bar Chart Diagram of Customer Age Profile.

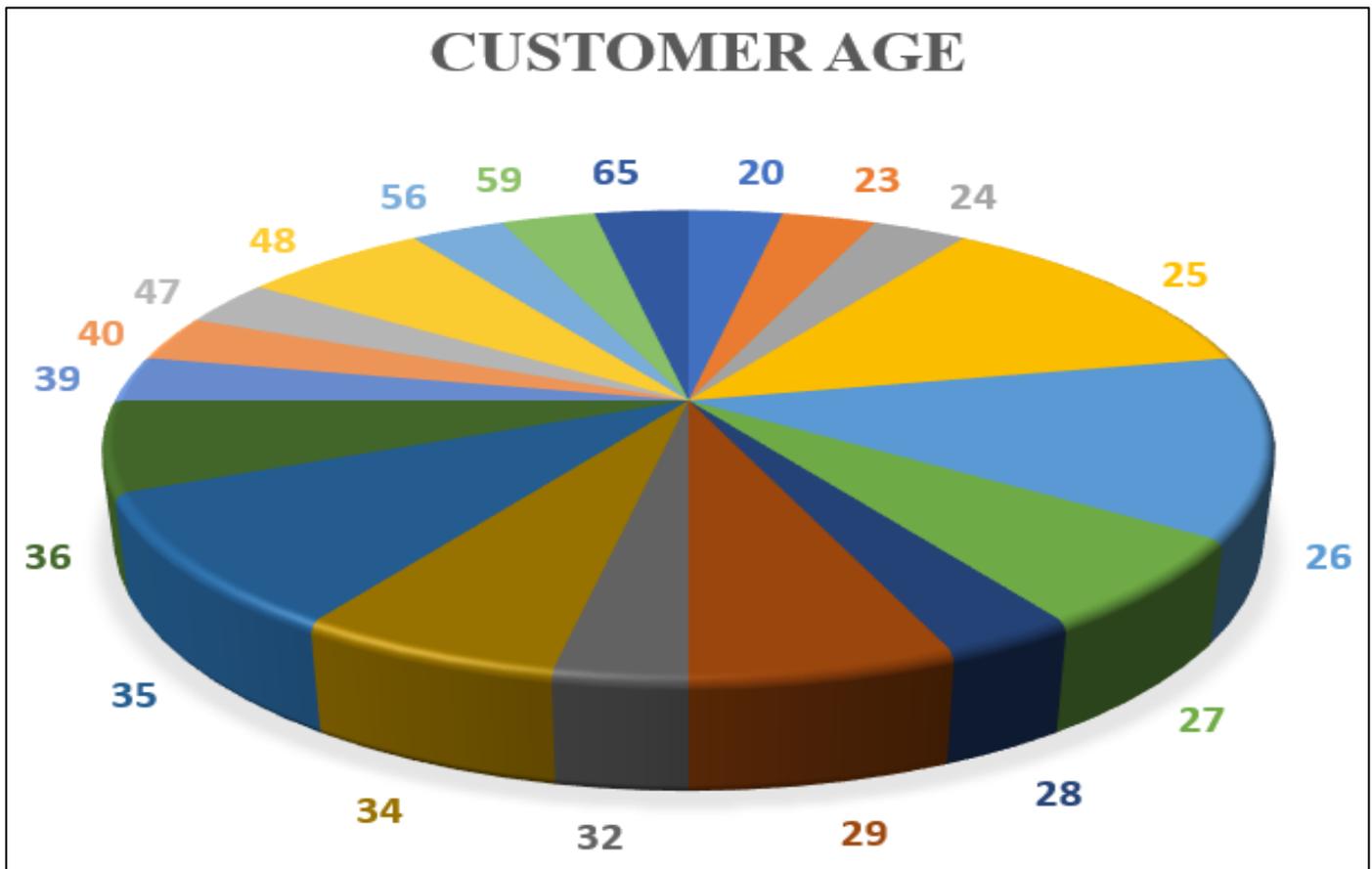


Fig 7: Pie Chart Diagram of Customer Age Profile

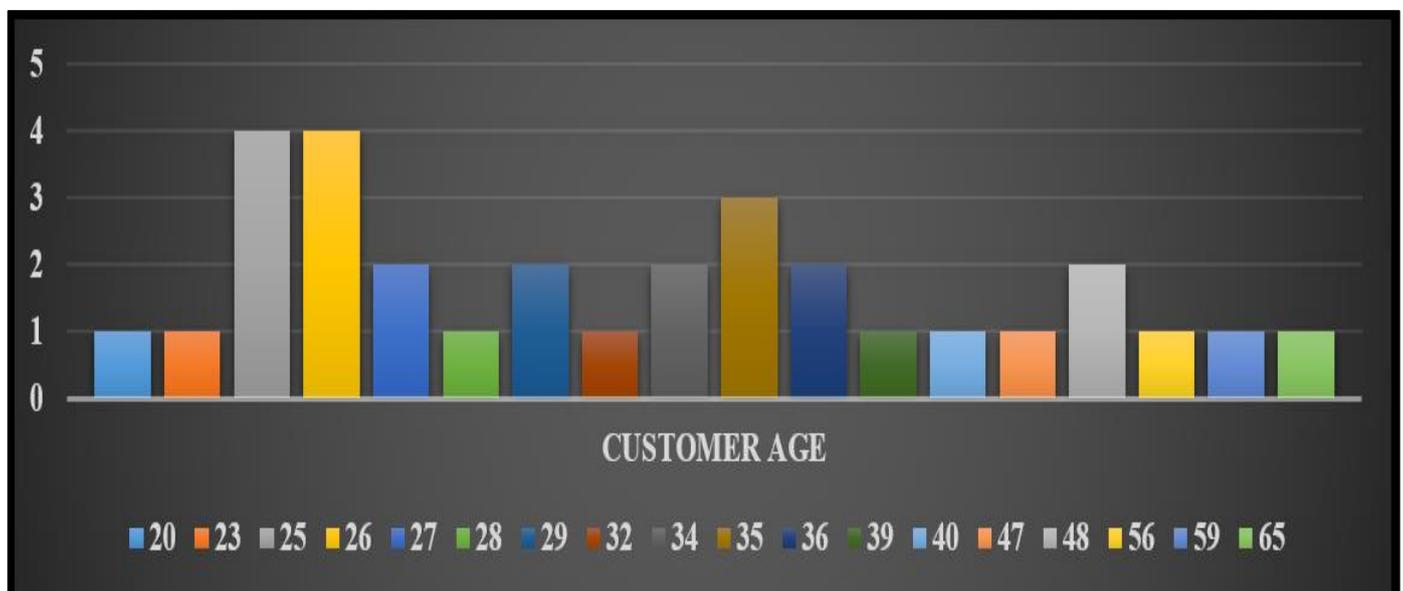


Fig 8: Bar Chart Diagram of Customer Age Profile.

In Figure 7. Pie Chart Diagram and Figure 8. Bar Chart Diagram of Customer Age Profile on the previous page and this page, the researcher can see that as many as 32 respondents aged 26 years answered the most closed

questionnaire in customer satisfaction with the purchased MSME Tofu Factory products of Mr. Wardiyan. The following is Figure 9. Pie Chart Diagram and Figure 10. Bar Chart Diagram of Customer Gender Profile.

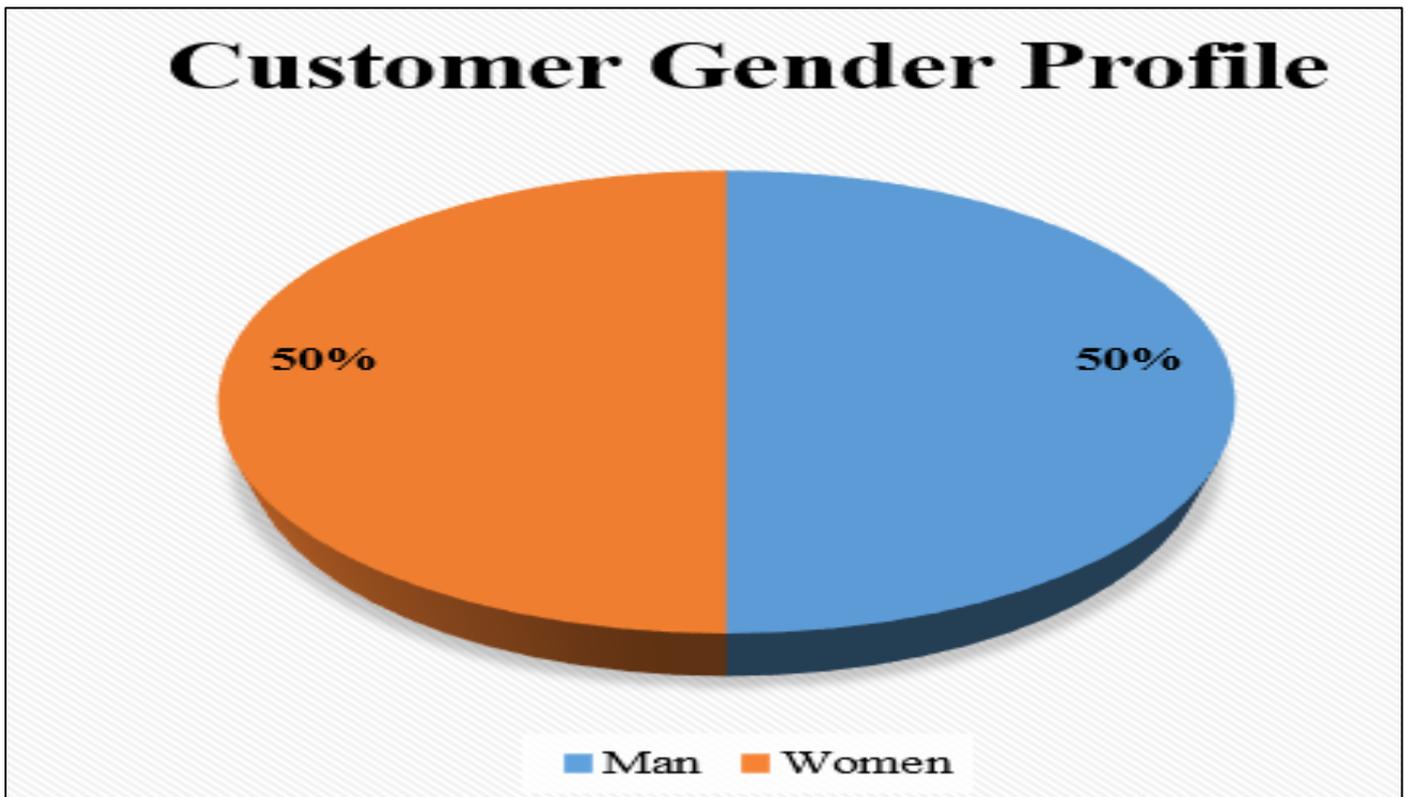


Fig 9: Pie Chart Diagram of Customer Gender Profile



Fig 10: Bar Chart Diagram of Customer Gender Profile

Based on Figure 9. Pie Chart Diagram and Figure 10. Bar Chart Diagram of Customer Gender Profile on the previous page. Researchers can see that as many as 32 respondents with gender, namely male and female, answered

the most closed questionnaires in customer satisfaction with the purchased Mr. Wardiyan Tofu Factory MSME products. The following is Figure 11. Pie Chart Diagram and Figure 12. Bar Chart Diagram of Customer Job Profile.

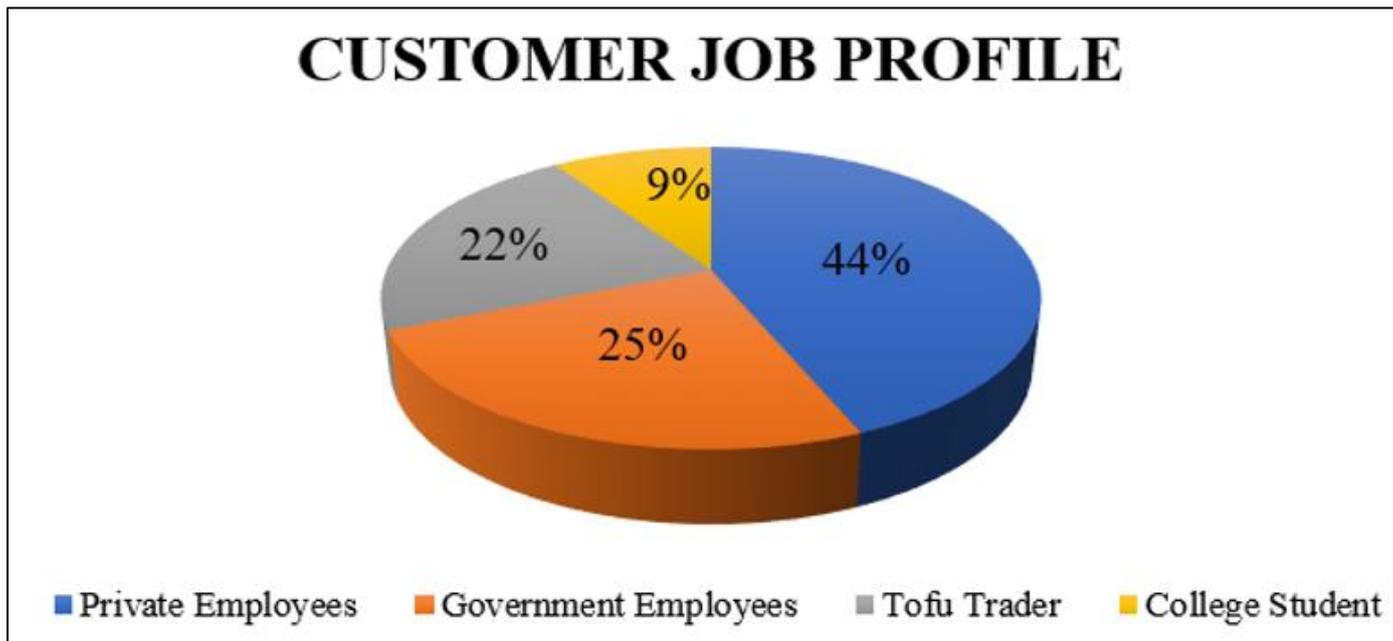


Fig 11: Pie Chart Diagram of Customer Job Profile

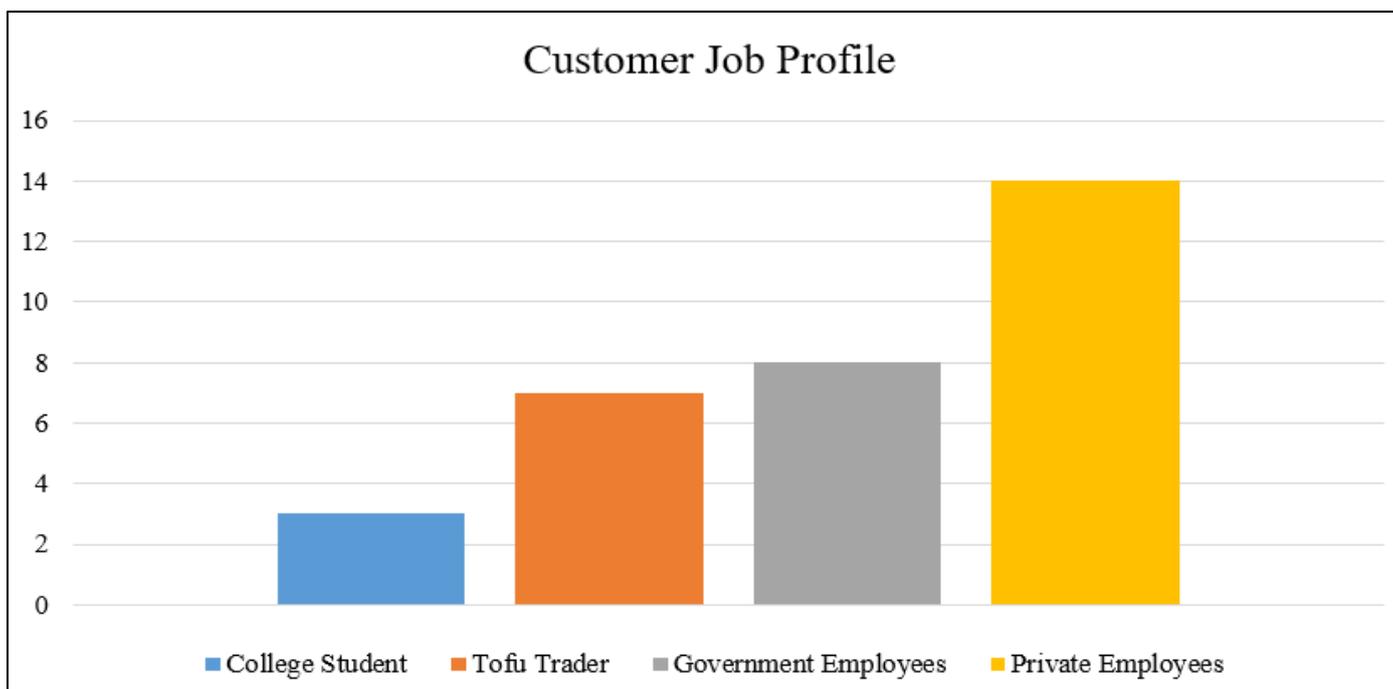


Fig 12: Bar Chart Diagram of Customer Job Profile

In Figure 11. Pie Chart Diagram and Figure 12. Bar Chart Diagram of Job Profile, it can be seen that 32 respondents with jobs as private employees answered the

closed questionnaire the most compared to civil servants, tofu traders, and students regarding consumer satisfaction with the MSME Mr Wardiyan Tofu Factory products.

N. Sustainable Business Model Improvement Plan for MSME Mr Wardiyan Tofu Factory

Table 9: Sustainable Business Models Based on Alternative Strategies

Business Model	Alternative (US)
Customer Segments	1. Implementing government training programs to improve business
Value Proposition	1. Utilizing technology to increase business income 2. Developing online marketing through Grabfood, Gomart, Shopefood 3. Increasing product sales by promoting through live tiktok, Facebook, Instagram 4. Increasing the use of acetic acid from soybean raw materials
Channel	1. Utilizing technology to increase business income

	2. Developing online marketing through Grabfood, Gomart, Shopefood
Customer Relationship	1. Developing online marketing through Grabfood, Gomart, Shopefood
Revenue Stream	1. Developing online marketing through Grabfood, Gomart, Shopefood
Key Activities	1. Utilizing technology to increase business income 2. Developing online marketing through Grabfood, Gomart, Shopefood 3. Increasing product sales by promoting through live tiktok, Facebook, Instagram
Key Resources	1. Innovating Product Additions 2. Utilizing technology to increase business income
Key Partners	1. Implementing government training programs to improve business 2. Developing online marketing through Grabfood, Gomart, Shopefood
Cost Structure	1. Utilizing technology to increase business income

The next step is to design a canvas business model. By integrating the currently implemented business model and alternative strategies obtained from the SWOT analysis, MSME Tofu Factory Mr. Wardiyan can identify potential

development strategies for the future. The following is Figure 13. Alternative Business Model Canvas (BMC) Development Strategies at MSME Tofu Factory Mr. Wardiyan.

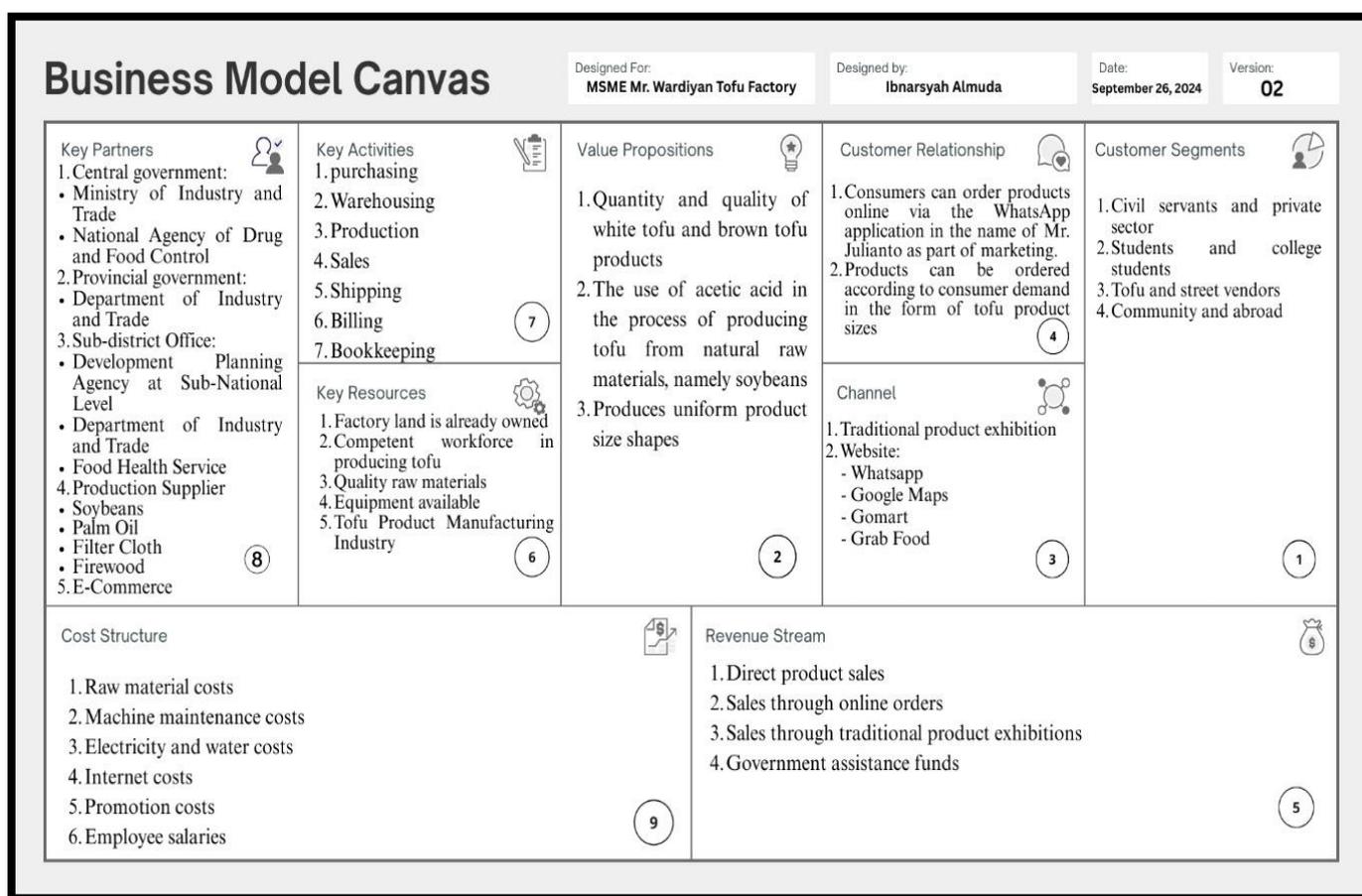


Fig 13: Alternative Business Model Canvas (BMC) Development Strategies at MSME Tofu Factory Mr. Wardiyan

Alternative strategies for developing a business model canvas in nine elements in the MSME of Mr. Wardiyan Tofu Factory, namely:

➤ *Customer Segments*

The alternative initial strategy of the MSME of Mr. Wardiyan Tofu Factory is Civil Servants, Private Employees, Students, College Students, Tofu Traders in the Pondok Gede market area, Street vendors such as ketoprak sellers, gado-gado, spicy tofu, and catfish pecel, and local or foreign consumers who come directly to the factory according to sales orders, both male and female.

➤ *Value Proposition*

The alternative initial strategy of the MSME of Mr. Wardiyan Tofu Factory is to produce quality using vinegar in the production process from natural raw materials, namely soybeans, and the shape and size of tofu products that are very diverse based on local or foreign consumer orders.

➤ *Channel*

The alternative initial strategy of the MSME of Mr. Wardiyan Tofu Factory in marketing products to reach customers by participating in traditional product exhibitions,

and websites in the form of Whatsapp, Google Maps, Gomart, and Grabfood.

➤ *Customer Relationship*

Alternative initial strategy of MSME Tofu Factory Mr Wardiyanto can provide tofu product size orders according to consumer demand online on the WhatsApp application in the name of Mr. Julianto as part of marketing.

➤ *Revenue Stream*

Alternative initial strategy of MSME Tofu Factory Mr Wardiyanto from government assistance funds and sales through direct orders, online, and traditional product exhibitions.

➤ *Key Resources*

Alternative initial strategy of MSME Tofu Factory Mr Wardiyanto in running its business requires four main resources, namely Factory Land already owned by itself, Competent workforce in producing tofu, Quality raw materials, Available equipment.

➤ *Key Activities*

Key Success Activities carried out by MSME Tofu Factory Mr Wardiyanto in achieving business targets by purchasing and warehousing raw materials, production, sales, shipping, billing payments, and bookkeeping of payments for white and brown tofu products.

➤ *Key Partners*

Initial Strategy Alternatives for Mr Wardiyanto Tofu Factory MSME with First Central Government such as Ministry of Industry and Trade, Food and Drug Supervisory Agency (BPOM), Second Provincial Government such as Industry and Trade Service, Third Sub-district Service such as Bappeda, Industry and Trade Service, Health Service, Fourth Production Supplier such as Soybean Supplier, Palm Oil Supplier, Soybean Filter Cloth Supplier, and Firewood Supplier, and Fifth Ecommerce.

➤ *Cost Structure*

Mr Wardiyanto Tofu Factory MSME has a cost structure needed in running a business, namely Purchase of Raw Materials, Employee Salaries, and Internal Costs such as Promotion, Electricity, Water, and Machine Maintenance.

IV. CONCLUSION AND SUGGESTIONS

The following are the conclusions obtained regarding the Canvas Model business at the Mr Wardiyanto Tofu Factory MSME, namely developing a business model using the Canvas Model Business by considering the SWOT analysis. The main strength lies in the design of the tofu product size that can be adjusted, with a score of 0.56. The main weakness is the location of the tofu factory which scored 0.44. The biggest opportunity is increasing online sales through Google Maps or directly to the market, with a score of 0.48. The main threat is fluctuations that affect the purchasing power of raw materials, namely soybeans, with a score of 0.11

Based on the results of the SWOT and QSPM matrix analysis, the proposed alternative strategies include carrying out product innovation, implementing government training programs to improve business, and utilizing technology to increase business income

Each attribute of the product quality dimension is considered good by the majority of consumers. The implementation of the eight dimensions of product quality is reflected in the positive assessment of the majority of respondents for each dimension

MSME Tofu Factory Mr. Wardiyanto is advised to eliminate unnecessary business model elements and focus on developing very necessary basic elements.

Implementing a business model in the development of the tofu factory manufacturing industry requires collaboration from various agencies

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