

Business Development Strategic of H.B Tempe in Indonesia

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Abstract

Tempe H.B is a business that has 7 branches in South Kalimantan. This branch developed because of the support from the institution, namely the Nation Prayer Communication Forum, so that tempeh is widely known by the people of South Kalimantan. The popularity of these products poses a threat, namely the existence of counterfeit products. Counterfeit products are made in the same way as the original product, but have differences in the quality of tempeh. The emergence of these counterfeit products can affect income, because if consumers choose the wrong product, they will claim bad for the Original H.B. Tempe product. This is a business competition for the owner. So we need a good strategy. This strategy uses strategy formulation methods in strategic management, namely the EFE matrix, IFE matrix, IE matrix, and SWOT matrix, QSPM matrix. Based on the research results, the best alternative strategy that is most suitable to be applied is to expand the target market and add consumers to remote villages or areas outside Tanah Bumbu.

Keywords

Tempe H.B, Strategic Business Planning, Counterfeit Product Risk, Market Expansion, QSPM Analysis.

1. Introduction

One of the reasons for the high demand for imported soybeans is that soybeans serve as the primary raw material in the production of various food products, commonly referred to as soybean derivative products. One of the most well-known derivative foods made from soybeans is tempeh. Tempeh is a traditional Indonesian food that undergoes a fermentation process, making it highly favored by the public. It is therefore not surprising that tempeh consumption in Indonesia remains consistently high each year. Between 2015 and 2017, weekly tempeh consumption continued to increase. Although there was a decline in 2018–2019, consumption rose again in 2020–2021 (Badan Pusat Statistik, 2021).

An increase in per capita tempeh consumption also occurred in South Kalimantan Province, particularly in five regencies. From 2020 to 2021, the highest per capita consumption of tempeh was recorded in Banjar Baru, Tapin, Kota Baru, Tanah Bumbu, and Hulu Sungai Selatan (Badan Pusat Statistik, 2022). Tempeh, as an authentic Indonesian fermented food product, is typically produced on a household or MSME (Micro, Small, and Medium Enterprises) scale. MSMEs significantly contribute to national income, especially in the agricultural sector. These enterprises form the backbone of the Indonesian economy, playing a crucial role in economic circulation. The success of MSMEs can significantly impact both developed and developing countries by fostering economic growth and national independence. In addition to MSMEs, large enterprises (LEs) also contribute to economic development. LEs operate with larger capital and annual revenue than MSMEs. Therefore, MSME development in Indonesia must be

continuously strengthened to provide greater contributions to the national economy (Wibowo, Arifin, and Sunarti, 2015).

Between 2018 and 2019, the number of business units in Indonesia, including both MSMEs and LEs, grew by 1.98%. The data showed that the number of MSMEs increased more significantly than LEs, indicating their high potential to contribute to the economy. This annual growth is also reflected in specific regions, such as Tanah Bumbu Regency in South Kalimantan, where MSMEs engaged in food processing industries have continued to grow (Kementrian Koperasi dan UKM 2020).

In 2018, Tanah Bumbu Regency recorded a total of 11,168 MSME units (Satu Data Banua Dataset, South Kalimantan Province, n.d.). This increase suggests a transition from home-based enterprises to MSMEs. One such enterprise is Tempe Asli H.B., which focuses on processing soybeans into tempeh. Established in 2015 in Tanah Bumbu Regency, South Kalimantan, this business has been officially registered under the Household Food Industry (P-IRT) with registration number 2156310010237-23.34 and the local health office, producing approximately 1.3 tons of tempeh daily.

Tempe Asli H.B. has received institutional support, which has become a strength for the business owner. Support has come from the Harapan Bersama Cooperative, which provides soybeans, facilities and infrastructure for tempeh production, and business mentoring. Additionally, the business operates under the Forum Komunikasi Doa Bangsa (FKDB), a network of individuals, entrepreneurs, employees, and educators with the mission to support economic and educational development in Indonesia. Under FKDB, Tempe Asli H.B. expanded from one factory to seven branches across South Kalimantan: Banjar, Tanjung Tabalong, Hulu Sungai Tengah, Tapin, Barito Kuala, and Tanah Bumbu. This expansion resulted from production training, administrative and marketing workshops, seminars, and financial assistance (Kemendag 2020).

The growth of production units has increased public awareness of Tempe Asli H.B. in Tanah Bumbu Regency. However, this visibility has led to imitation products, posing a threat to the business's revenue. This signals the need for strategic planning to navigate the competitive environment. Effective business strategies help enterprises manage resources and identify conditions for future success and profitability. Strategic management is particularly essential in developing tempeh businesses, aiding decision-making in the face of internal and external challenges (Fred R. David; Forest R David 2017).

This research is important for several reasons. Firstly, due to the increasing business competition marked by the emergence of imitation tempeh products resembling Tempe Asli H.B. Secondly, this study is necessary because it differs from previous studies that have examined tempeh business development strategies. Prior research includes: (1) "Business Development Strategy of Rumah Tempe Indonesia in Bogor City, West Java Province," (2) "Development Strategy of Small-Scale Tempeh Industry in Pedan District, Klaten Regency," and (3) "Strategic Analysis of Tempeh and Tofu Producers Cooperative (Primkopti) in Bogor City." The first study differs in terms of location, the second did not utilize the IE matrix analysis, and the third did not employ the QSPM analysis tool. Moreover, earlier research on tempeh business development strategies lacked complex analytical depth.

Therefore, this study adopts a more comprehensive analytical approach. The first stage, the input stage, uses the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. These matrices are used to analyze various internal and external factors that may affect the sustainability of the business. The second stage is the matching stage, employing the Internal-External (IE) Matrix and SWOT analysis. The IE Matrix helps determine the company's strategic position across nine cells, where the total weighted score of the IFE Matrix is plotted on the x-axis and the total weighted score of the EFE Matrix on the y-axis. These axes form a coordinate point that falls into one of three main strategy categories of the IE Matrix. Meanwhile, the SWOT Matrix is used to formulate strategies based on four key factors—internal and external—that influence the business: strengths, weaknesses, opportunities, and threats.

The final stage is the decision-making stage, which utilizes the Quantitative Strategic Planning Matrix (QSPM). This matrix is an analytical tool used to evaluate and select the most appropriate strategic alternative from among the strategies developed in the earlier matrices.

2. Literature Review

2.1 Tempe

Tempeh is a processed food product derived from soybeans. The production of tempeh involves a fermentation process, which typically uses a starter culture or mold. During fermentation, the soybeans undergo decomposition into simpler compounds, making tempeh easier to digest. Tempeh is a traditional food native to Indonesia. It has existed for centuries and has been consumed across generations, especially by communities in Yogyakarta and Surakarta on the island of Java.

By the 16th century, the Javanese people were already familiar with tempeh. The term "tempe" was coined by the ancient Javanese and is believed to be related to a food called "tumpi". Tumpi is a white-colored food made from sago flour. The similarity in color between tumpi and tempeh likely influenced the naming of tempeh.

Various soybean-based foods originating from China such as soy sauce, tofu, and fermented soybean paste (tauco) are widely known. However, tempeh is unique in that it is indigenous to Indonesia (Indonesian Association of Food Technologists, 2015). (Perhimpunan Ahli Teknologi Pangan Indonesia 2015).

2.1 Micro, Small, and Medium Enterprises (MSMEs)

According to Law No. 20 of 2008, MSMEs (Micro, Small, and Medium Enterprises) are defined as follows (Sarfiyah, Sudati Nur; Atmaja, Hanung Eka; Verawati, 2019):

1. Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Enterprises as stipulated in this Law.
2. Small Enterprises are independent productive economic enterprises, operated by individuals or business entities that are not subsidiaries or branches of medium or large businesses, either directly or indirectly, and which meet the criteria for Small Enterprises as defined in this Law.
3. Medium Enterprises are independent productive economic enterprises operated by individuals or business entities that are not subsidiaries or branches of small or large businesses, either directly or indirectly, and that meet the net worth or annual sales criteria as regulated by this Law.

MSME criteria according to Article 6 of Law No. 20 of 2008 are as follows:

1. Micro Enterprise Criteria
Micro enterprises are owned by individuals or business entities as defined in Article 1 of Law No. 20 of 2008, which states: "Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Enterprises as stipulated in this Law" (Maya, 2017):
 - a. Have a maximum net worth of IDR 50,000,000 (fifty million rupiah), excluding land and buildings used for the business; or
 - b. Have maximum annual sales of IDR 300,000,000 (three hundred million rupiah) (Suc, 2017).
2. Small Enterprise Criteria
According to Article 1 of Law No. 20 of 2008: "Small Enterprises are independent productive economic businesses conducted by individuals or business entities that are not subsidiaries or branches of medium or large enterprises" (Maya, 2017):
 - a. Have a net worth of more than IDR 50,000,000 up to a maximum of IDR 500,000,000 (excluding land and buildings); or
 - b. Have annual sales revenue of more than IDR 300,000,000 up to a maximum of IDR 2,500,000,000 (Suc, 2017).
3. Medium Enterprise Criteria
As stated in Article 1 of Law No. 20 of 2008: "Medium Enterprises are independent productive economic businesses conducted by individuals or business entities that are not subsidiaries or branches of small or large enterprises" (Maya, 2017):
 - a. Have a net worth of more than IDR 500,000,000 up to a maximum of IDR 10,000,000,000, excluding land and buildings; or
 - b. Have annual sales revenue of more than IDR 2,500,000,000 up to a maximum of IDR 50,000,000,000 (Suc, 2017).

2.3 Strategic Management

A strategy is a tool used to achieve a goal. The existence of a strategy enables companies to adapt to development and change and helps increase competitiveness. Strategic management is the science of formulating, implementing, and evaluating decisions that enable an organization to achieve its objectives. To achieve these goals, a company must integrate various elements of strategic management, including management, marketing, production, and information systems. This integration is essential to streamline organizational functions and make business objectives more attainable. Strategic management also allows businesses to grow and utilize resources more effectively and efficiently (Gandhy and Kurniawati, 2018).

Business Environment

a. Internal Environment

Internal analysis aims to evaluate factors within the company's control, which can serve as either strengths or weaknesses. Internal factors are generally categorized into seven key areas: management, human resources, marketing, finance, production/operations, research and development, and information systems (Gandhy *et al.*, 2024).

b. External Environment

External analysis assesses factors outside the company's control, which may pose opportunities or threats due to their dynamic nature. A well-planned and structured strategic management approach is needed to address these factors. Macro external environments are categorized into five groups: economic, competitive, socio-cultural and demographic, political/legal/governmental, and technological environments (Gumilang, Gandhi and Prasetyo, 2024).

2.4 Internal-External Matrix (IE Matrix)

The IE Matrix (Internal-External Matrix) is used in strategic management to formulate alternative strategies. The IFE and EFE matrices are prerequisites for building the IE Matrix. The purpose of the IE model is to identify suitable business strategies. The IE Matrix consists of nine cells grouped into three major strategic categories: Grow and Build, Hold and Maintain, and Harvest or Divest strategies.

2.5 SWOT Matrix

SWOT Matrix is a strategic planning method used to evaluate factors that may influence a business in achieving its goals. These factors include Strengths, Weaknesses, Opportunities, and Threats. Various experts have offered diverse interpretations of the SWOT approach (David, 2011).

2.6 Quantitative Strategic Planning Matrix (QSPM)

QSPM is a widely used method for determining company strategy priorities. Like other strategic matrices, QSPM requires accurate and objective assessment. Decision-making in QSPM is based on inputs from internal and external weight scores and the strategic alternatives formulated from previous matrices such as the SWOT and IE Matrices (Gumilang, Gandhi and Prasetyo, 2024).

2.7 Alternative Strategies

There are four main classifications of company strategies based on internal and external factors such as strengths, weaknesses, opportunities, and threats. These strategies include: Integration Strategies, Intensive Strategies, Diversification Strategies.

3. Research Methodology

3.1 Time and Location of the Study

This research was conducted on JL. Cendrawasih, RT/RW 011/004, Gunung Antasari Subdistrict, Simpang Empat District, Tanah Bumbu Regency, South Kalimantan Province. The study took place from May 2021 to August 2021. As a business that was only established in 2015, this enterprise can be considered a newly initiated venture. Therefore, it is necessary to determine the best strategy for business development.

3.2 Type of Research

This research employs a combination of quantitative and qualitative approaches, commonly known as the mixed-method approach. This approach involves the collection of both quantitative and qualitative data. The study begins with a qualitative phase to identify appropriate instruments and variables for further investigation in the quantitative phase (Sugiyono, 2009).

3.3 Types and Sources of Data

- a. Primary Data
Primary data were obtained directly from the owner of the MSME Tempe Asli H.B through interviews using questionnaires.
- b. Secondary Data
Secondary data were obtained indirectly through documents or other sources that support the primary data. These include the company's vision and mission, company history and development, and business profile for internal and external assessments.

3.4 Sampling Method

This study used purposive sampling to determine respondents. Respondents were selected based on their knowledge of Tempe Asli H.B MSME. Respondents included internal parties such as Mr. Yana Suryana (branch manager), marketing and production staff, and external parties including representatives from Koperasi Harapan Bina Bersama, the Department of Trade, and the MSME Agency of Tanah Bumbu Regency.

3.5 Data Collection Method

Data collection was conducted through interviews with internal parties, including the owner and branch manager of Tempe Asli H.B, as well as with representatives from Koperasi Harapan Bersama. Additionally, questionnaires were used to facilitate the collection of relevant information from both internal and external informants.

3.6 Data Analysis Methods

1. IFE and EFE Matrix Analysis

The formulation of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices involves the following five steps:

- a. Create a list of 10–20 key external and internal factors (strengths and weaknesses) that affect the company and industry, including data such as percentages, ratios, or benchmarks if available.
- b. Assign a weight to each factor ranging from 0.0 (not important) to 1.0 (very important), reflecting the relative importance of each factor.
- c. Assign a rating from 1 to 4 to indicate the company's current response: 4 = superior, 3 = above average, 2 = average, 1 = poor. Ratings are based on the company's performance, while weights are based on industry significance.
- d. Multiply each factor's weight by its rating to obtain a weighted score.
- e. Sum all weighted scores to get the total weighted score. A total score > 2.5 indicates strong internal conditions, while < 2.5 indicates weakness.

To determine the weights for IFE and EFE matrices, the paired comparison method is used. Respondents compare two factors and select one based on defined criteria. Weights are averaged from all comparisons using the following scale:

- 1 = horizontal factor is less important than vertical factor
- 2 = equally important
- 3 = more important

2. Analisis Matriks IE

The IE (Internal–External) matrix comprises nine cells. The total IFE score forms the x-axis and the total EFE score forms the y-axis. The intersection of these axes determines the firm's strategic position within one of three major strategies: Growth Strategy (Cells I, II, IV), Stability Strategy (Cells III, V, VII), Retrenchment Strategy (Cells VI, VIII, IX).

3. Analisis Matriks SWOT

Four strategic options are derived from SWOT analysis:

- a. SO (Strengths–Opportunities)
The company has both internal strengths and external opportunities that should be fully leveraged.
- b. ST (Strengths–Threats)
The company uses its strengths to anticipate and counteract external threats.
- c. WO (Weaknesses–Opportunities)
The company faces external opportunities but has internal weaknesses, thus strategies focus on minimizing weaknesses to exploit opportunities.
- d. WT (Weaknesses–Threats)
The company is in an unfavorable condition with both internal weaknesses and external threats; thus, it must adopt defensive strategies.

4. Quantitative Strategic Planning Matrix (QSPM) Analysis

The QSPM is used to prioritize and select the best strategic alternatives. The steps include:

- a. List internal (strengths and weaknesses) and external (opportunities and threats) factors from IFE and EFE matrices on the left side of the QSPM.
- b. Assign weights to each factor based on the IFE and EFE matrices.
- c. Evaluate strategic alternatives from prior matrices (e.g., SWOT and IE) to be considered.
- d. Assign Attractiveness Scores (AS) to each strategic option (1 = not attractive, 4 = very attractive).
- e. Calculate the Total Attractiveness Scores (TAS) by multiplying the weight by the AS for each factor.
- f. Sum the TAS values across each strategy to get the Sum Total Attractiveness Score (STAS). The strategy with the highest STAS is the most appropriate for implementation (Fred R. David; Forest R. David, 2017).

4. Results and Discussion

4.1 IFE Matrix

The Table 1 below shows that Tempe Asli H.B, which is supported by the FKDB institution, has its highest internal strength score of 0.25. This result was obtained by multiplying the factor weight of 0.063 by a factor rating of 4.00. This indicates that the factor is the main strength of Tempe Asli H.B. On the other hand, the main internal weakness identified is that the marketing is still conducted offline. The score for this factor is 0.07, calculated by multiplying a weight of 0.044 with a rating of 1.67. This weakness should be addressed as it may negatively affect the company's overall success. Overall, the total score generated from the IFE matrix is 3.06, which indicates that the company is internally strong. By utilizing the IFE matrix in evaluating internal factors, it is expected that the company can enhance its strengths and improve its weaknesses to achieve better performance in the future.

Table 1. IFE Matrix (Internal Factors of Tempe Asli H.B)

Internal Factors	Weight	Rating	Score
Tempe Asli H.B is supported by the FKDB institution	0.063	4.00	0.25
Presence of an organizational structure led by a CEO, production manager, and labor manager	0.051	4.00	0.20
Employee knowledge and training in relevant fields	0.052	3.83	0.20
Competent workforce	0.061	3.50	0.21
Branded tempeh with P-IRT certification	0.062	3.83	0.24
Distribution through resellers	0.050	3.83	0.19
Utilization of social media for promotion	0.048	2.00	0.10
Only one marketing channel used: salesforce	0.050	2.33	0.12
Use of safe packaging materials and labeling	0.055	3.83	0.21
Promotion is only done offline	0.056	2.00	0.11
Use of personal capital and investment for factory and production equipment	0.048	2.17	0.10
Use of imported soybeans with relatively low prices	0.051	3.50	0.18
Manual financial recording system	0.056	2.17	0.12
Use of modern production machinery	0.060	3.83	0.23
Maximum production capacity reaches 1.3 tons per day	0.056	3.67	0.21
Factory development to meet SNI standards requires high costs	0.044	2.00	0.09

Product variation includes two types: young tempeh and mature tempeh	0.046	3.00	0.14
Computerized information system	0.046	1.83	0.08
Marketing is still done offline	0.044	1.67	0.07
Total			3.06

4.2 EFE Matrix

To assess the identified opportunities and threats, questionnaires were distributed to respondents, and the data collected were then analyzed using the EFE matrix. The weight and rating of each external factor were multiplied to obtain the total score. As shown in the Table 2 below, the increase in tempeh consumption per capita is identified as the most significant opportunity for Tempe Asli H.B. This factor has the highest score of 0.39, derived from a weight of 0.098 multiplied by a rating of 4.00. Conversely, the emergence of imitation tempeh brands poses the greatest external threat, with the lowest score of 0.17, calculated from a weight of 0.100 and a rating of 1.67. This result indicates that the company's current strategic response to this threat is still inadequate or below average. The total score of the EFE matrix is 3.00, which means the company is responding well to the external opportunities and threats within its industry. Therefore, it is expected that the company can further leverage these opportunities and effectively address the identified threats through appropriate strategic planning.

Table 2. EFE Matrix (External Factors of Tempe Asli H.B)

External Factors	Weight	Rating	Score
Increase in the income level of Indonesian society	0.107	3.50	0.37
Rise in tempeh consumption per capita	0.098	4.00	0.39
Tempeh production in Indonesia remains traditional	0.088	3.33	0.29
Cheaper prices on the market (competition)	0.100	1.67	0.17
Increasing demand for other protein products (tofu, eggs, meat)	0.095	2.00	0.19
Tempeh with P-IRT certification is rarely found in Tanah Bumbu Regency	0.104	3.67	0.38
Population growth in Tanah Bumbu Regency	0.110	3.33	0.37
Rising soybean prices	0.099	1.83	0.18
Use of the internet in marketing	0.099	3.17	0.31
Easier production process with the use of technology	0.098	3.50	0.34
Total			3.00

4.3 Results of the IE Matrix Analysis

The results obtained from the IFE and EFE matrix calculations show that the IFE matrix score is 3.06, while the EFE matrix score is 3.00. These results are then used to determine the company's strategic position within the Internal-External (IE) Matrix. This positioning is crucial for the company in selecting appropriate alternative strategies to respond effectively to competition or changes occurring in the business environment. Based on the scores plotted in the IE matrix, it is shown that Tempe Asli H.B is located in Quadrant I, indicating that the company is currently in a growth and build strategy position. Quadrant I reflects a strong internal condition and a favorable external environment, suggesting that the company should focus on aggressive strategies aimed at expanding market share and strengthening its business. This condition provides the company with the opportunity to pursue strategies that support rapid business growth and development (Table 3).

Table 3. IE Matrix

		Total IFE Score		
		Tinggi	Sedang	Rendah
		3.00-400	2.00-2.99	1.00-1.99
Total EFE Score	Tinggi 3.00-400	<i>Grow and Build (I)</i>	<i>Grow and Build (II)</i>	<i>Hold and Maintain (III)</i>
	Sedang 2.00-2.99	<i>Grow and Build (IV)</i>	<i>Hold and Maintain (V)</i>	<i>Harvest or Divest (VI)</i>
	Rendah 1.00-1.99	<i>Hold and Maintain (VII)</i>	<i>Harvest or Divest (VIII)</i>	<i>Harvest or Divest (IX)</i>

The position of a company in the growth and build strategy condition uses an intensive strategy. This strategy aims to reach or increase the number of consumers to the maximum extent possible, both in terms of consumers and geographic areas. The company can achieve this through various types of strategies such as market penetration, market development, and product development strategies. Market penetration means developing the existing market with existing products. The company must focus on expanding its market share to attract customers who have not yet used the product. Market development refers to introducing products or services to new areas and striving to increase sales through improvement of current offerings or development of new products. Therefore, the IE matrix should proceed to the next stage by using the SWOT matrix, because the IE matrix is still general in nature. By using the SWOT matrix, it is expected to generate various types of alternative strategies that are more technical in nature.

4.4 SWOT Matrix of Tempe Asli H.B

Table 4. SWOT Matrix of Tempe Asli H.B

Internal & External Factors	Strengths (S)	Weaknesses (W)
	1. Tempe Asli H.B is supported by FKDB foundation	1. Social media as a promotional tool is underutilized
	2. A clear organizational structure with a CEO, production manager, and labor manager	2. Only one sales channel, through sales agents
	3. Employees receive training and relevant knowledge	3. Promotion is only done offline
	4. Employees have good work capabilities	4. Business capital and production equipment investment are self-funded
	5. Brand has P-IRT (domestic food production license)	5. Manual financial recording
	6. Product distribution through resellers	6. Development of modern machinery requires high costs
	7. Safe packaging and labeling	7. Only two product variants: raw and ready-to-eat tempeh
	8. Use of modern production machines	8. Lack of computerized information systems
	9. Maximum production capacity reaches 1.3 tons/day	9. Marketing still limited to offline methods
	10. Use of imported soybeans with relatively low prices	
Opportunities (O)	SO Strategies	WO Strategies

1. Increase in national income	Expand the target market and reach rural areas outside Tanah Bumbu (S6, O1, O2, O4, O6)	Add promotional and sales channels using social media and e-commerce supported by the internet (W1, W3, W4, W9, O5, O7)
2. Increase in tempeh consumption per capita		Introduce new distribution channels to restaurants, hotels, and supermarkets (W2, W4, O1, O2, O4, O7)
3. Tempeh production in Indonesia is still traditional		Add product variations through processed tempeh foods (W7, O3, O6, O7)
4. Population growth in Tanah Bumbu		Develop an accounting system using available technology (W5, W8, O4, O6)
5. Growing use of the internet for marketing		
6. Easier production using technology		
7. Few tempeh brands in Tanah Bumbu have P-IRT licenses		
Threats (T)	ST Strategies	WT Strategies
1. Emergence of imitation tempeh brands	Maintain and improve product quality	Participate in food fairs and open a promotional booth
2. Rising demand for alternative protein sources (e.g. tofu, eggs, meat)		Host company visits to educate consumers about genuine vs fake products

a. SO Strategy

- Expanding the target market and increasing consumers in rural areas or regions outside Tanah Bumbu. Currently, Tempe Asli H.B in Batulicin operates in three neighboring regencies. The product is still marketed in two regencies: Tanah Bumbu, where production takes place, and Kota Baru. However, there is another nearby regency, Tanah Laut, which has not yet been targeted. Therefore, expanding to areas beyond Tanah Bumbu is necessary to broaden the consumer base, especially in rural locations. Another goal of this strategy is to widely introduce the authentic product to consumers, so they can distinguish it from imitations (Table 4).

b. WO Strategy

- Expanding promotional and marketing channels using social media and online e-commerce with the help of the internet.

Currently, Tempe Asli H.B Batulicin only uses one form of promotion and one offline marketing method. Offline promotion involves directly visiting each potential market location, which is inefficient, especially in remote areas with long travel times. This hinders product promotion. The development of internet technology offers a solution, making promotion easier and more accessible. With most people using social media platforms like Instagram, LINE, and Telegram, these can be utilized to reach a wider audience more effectively. Adding new marketing channels by distributing products to restaurants, hotels, supermarkets, and nearby companies.

Currently, the business relies solely on sales representatives. If this sole distribution channel faces issues, business operations may be disrupted. Introducing new channels to hotels, restaurants, supermarkets, and companies can establish a more robust distribution network. These institutions typically purchase in higher quantities than individual households. Additionally, the presence of coal mining companies in Tanah Bumbu is a market opportunity, as they regularly need food supplies for their employees. Implementing this strategy may require forming a new marketing division to handle and survey the potential markets.

- Developing product variations into processed food.

Tempe Asli H.B Batulicin currently produces only two products: young tempeh and ready-to-cook tempeh. There is an opportunity in that local tempeh production remains traditional and small-scale, while Tempe Asli H.B uses modern machines. Furthermore, the company has a P-IRT (home industry food safety) license, indicating tested and recognized quality. This provides the opportunity to expand product variations into processed tempeh-based food like tempeh chips, stir-fried tempeh, or tempeh nuggets.

- Creating an accounting system with existing technology.
The business has yet to implement a computerized information system. Data on production and sales is manually recorded in books, which can slow down operations and increase the risk of errors. Daily records of production, sales, and unsold items are manually tracked. With rising income, per capita tempeh consumption, and population growth in Tanah Bumbu, demand for tempeh is increasing. A digital accounting and record-keeping system is needed to handle this growth effectively, ideally using a computer program that integrates sales and production data.

c. ST Strategy

- Maintaining and improving product quality.
Tempe Asli H.B faces threats from imitation products that closely resemble the original. Other threats include increasing demand for other protein sources like tofu, eggs, and meat, as well as fluctuating soybean prices. Despite these challenges, the company must leverage its strengths by ensuring consistent product quality clean white tempeh without husks, made from yellow soybeans with no foul odor. These qualities distinguish it from imitations and help retain customers who might otherwise shift to alternative protein sources.

d. WT Strategy

- Participating in food exhibitions and opening tempeh sales stands.
Tempe Asli H.B faces challenges in offline marketing and threats from imitation products and competing protein alternatives. To address these weaknesses and threats, the company should participate in regional food exhibitions, such as those held during anniversaries of Tanah Bumbu, Kota Baru, and Tanah Laut regencies, as well as cultural festivals. Setting up tempeh sales stands during these events helps promote the product and educate the public on how to recognize the original brand.
- Organizing factory visits so the public can distinguish between authentic and imitation products.
Gaining and maintaining customer trust is crucial. If consumers mistake poor-quality imitations for the original, they may develop a negative perception of Tempe Asli H.B. To prevent this, the company can offer educational factory visits for government agencies, students, and the general public. These visits would showcase the entire production process (excluding trade secrets), helping people understand the authenticity and quality of Tempe Asli H.B products compared to imitations.

4.5 QSPM Matrix

Below is a list of various alternative strategies:

- a. Expanding the target market and increasing the number of consumers in remote villages or areas outside of Tanah Bumbu.
- b. Adding promotional and marketing channels by utilizing social media and e-commerce through internet support.
- c. Adding new marketing channels by distributing products to restaurants, hotels, supermarkets, and nearby companies.
- d. Adding product variations by developing processed tempeh-based foods.
- e. Developing an accounting system using available technology.
- f. Maintaining and improving product quality.
- g. Participating in food exhibitions and setting up tempeh sales booths.
- h. Organizing visits to help the public distinguish between original and imitation products (Table 5).

Table 5. QSPM Matrix

Strategic Alternative	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Total	Strategy Priority
1	6,048	5,909	6,170	6,439	5,871	5,779	6,036	1
2	5,644	5,043	5,117	5,889	5,276	4,944	5,319	3
3	5,132	5,034	5,092	5,813	5,121	4,927	5,187	4
4	4,579	4,180	4,571	4,500	4,065	3,956	4,309	8
5	4,995	4,658	5,203	4,862	4,924	4,792	4,906	6
6	5,073	4,757	5,092	5,156	5,098	4,865	5,007	5
7	4,796	4,242	5,082	4,844	4,914	3,903	4,630	7
8	5,737	5,594	6,000	6,370	5,459	4,972	5,689	2

The following is the order of strategy priorities ranked based on the highest total TAS scores in the QSPM:

- Expanding the target market and increasing the number of consumers in remote villages or areas outside of Tanah Bumbu.
- Organizing visits so that the public can distinguish between the original and counterfeit products.
- Adding promotional and marketing channels using social media and e-commerce online through internet support.
- Expanding marketing channels by distributing products to restaurants, hotels, supermarkets, and nearby companies.
- Maintaining and improving product quality.
- Developing an accounting system using available technology.
- Participating in food exhibitions and opening product booths.
- Adding product variations by developing processed food items.

5. Conclusion and Suggestions

5.1 Conclusion

The IFE matrix score of 3.06 and the EFE matrix score of 3.00 indicate that the company is positioned in Cell I. This result shows that the company is currently in a growth and build position, as analyzed using the IE matrix. Therefore, the appropriate strategies for this position are intensive strategies such as market penetration, market development, and product development. To determine alternative strategies, a SWOT analysis was conducted, resulting in the following strategies: expanding the target market and increasing consumers in remote villages or areas outside of Tanah Bumbu; adding promotional and marketing channels using social media and online e-commerce through internet support; introducing new marketing channels by placing products in restaurants, hotels, supermarkets, and surrounding companies; adding product variations by developing processed food products; developing an accounting system; maintaining and improving product quality; participating in food exhibitions and opening product booths; and organizing visits so that the public can distinguish between original and counterfeit products.

5.2 Suggestion

In this study, the researcher suggests that Tempe Asli H.B implement the strategies derived from the QSPM. These include expanding the target market and increasing consumers in remote villages or areas outside of Tanah Bumbu so that the company's customer base becomes broader and is not limited to Tanah Bumbu Regency only.

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Biography

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