



Original Article

An Investigation of the Business Development of Pure Sari Tofu Factory, South Jakarta, Indonesia: Evidence from SWOT Analysis

Syamruddin ^{a,*} and Ita Yunita ^a

^a Department of Marketing, Faculty of Economics and Business, Universitas Pamulang, Kota Tangerang Selatan, 15417 Banten, Indonesia; (I.Y.)

* Correspondence: dosen01343@unpam.ac.id (S.S.)

Citations: Syamruddin, S. & Yunita, I., (2024). An Investigation of the Business Development of Pure Sari Tofu Factory, South Jakarta, Indonesia: Evidence from SWOT Analysis. *Frontiers in Business and Economics*, 3(1), 1-13.

Received: 8 January 2024

Revised: 22 March 2024

Accepted: 6 April 2024

Published: 30 April 2024

Abstract: Small and medium enterprises (SMEs) are important to Indonesia's economy. It is a significant catalyst for poverty alleviation and economic growth programs. One of the highly developed SME sectors is the tofu business. In Indonesia, tofu is an essential source of food. The tofu processing business thrives everywhere. One of the highly developed tofu processing businesses is the Sari Murni Tofu Factory, located in the south of Jakarta, Indonesia, established in 1995. This study was conducted using SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to evaluate the Business development of tofu. The research targeted 19 employees at the Sari Murni Tofu Factory. Employees are asked about the strengths, weaknesses, opportunities, and threats that exist in the company. The employees' answers are tabulated, which results in internal and external assessment of factor weights. The data analysis used SWOT Analysis, IFE and EFE matrix, IE matrix, SWOT matrix, and SWOT analysis diagram. The result indicates that the IFE matrix shows the factors' strengths and weaknesses, scoring 3.36. Then, the opportunity and threat factors score 3.19 in the EFE matrix. Based on the IE Matrix calculations, the company's position is in Cell I, where the appropriate strategy is growth and development. Besides that, nine strategies are obtained in the SWOT Matrix using the SO, WO, ST, and WT formulas. The results of the SWOT Analysis Diagram show that the company in the Quadrant I position supports aggressive strategies. From the analysis between IFE, EFE, IE, SWOT Matrix, and SWOT Analysis Diagram, an alternative strategy was obtained, namely developing product quality to maintain customer loyalty, creating jobs, maintaining the quality of products sold, and recruiting additional production employees who are more experienced.

Keywords: SWOT Analysis; Business development; SWOT matrix; Small and Medium Enterprises



Copyright: © 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

1. Introduction

Small and medium enterprises (SMEs) are businesses that are run on a small to medium scale. SMEs are not subsidiaries, branches of companies, or part of large-scale companies or businesses. In law no. 20 of 2008 concerning micro, small and medium enterprises. Micro enterprises are businesses that have a turnover of under Rp.

300,000,000.00 per year, and the number of workers is under 20. In general, SMEs, or small and medium enterprises, are a term that refers to a type of business that an individual founds. SMEs has a net worth of at most Rp. 200,000,000.00 (not including land and buildings). Companies that can compete globally are not only able to think strategically but also must be able to develop appropriate strategies. Strategic thinking can only survive in the short term, not long-term capacity. In contrast, strategic planning can be the answer for companies that want to develop their business.

Strategy is defined as a shared means with long-term goals to be achieved. The strategy formulation process requires an in-depth and comprehensive analysis of the company's internal and external environment. One way that companies can determine an appropriate strategy is to use environmental analysis. Environmental analysis is a systematic process used by strategic planners to monitor environmental conditions that affect the company. The environmental analysis consists of an analysis of the company's external and internal environment, which helps to identify the company's strengths and weaknesses. Meanwhile, an analysis of the company's external environment helps identify the opportunities and threats the company will face. Companies can use the SWOT analysis tool to understand internal and external conditions. SWOT analysis is a strategic planning and problem-solving technique used in everyday life, especially for certain business needs or a project.

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is an analysis to obtain useful and effective strategies to be implemented according to the market and public conditions. Opportunities and threats are used to understand the outside or external environment. Strengths and weaknesses are obtained through company or internal analysis (Galavan, 2014). In the research entitled *SWOT Analysis in Business Development (Study at the Jenang Center in Kaliputu Kudus Village)*, it was found that there were several problems faced by several small entrepreneurs who were difficult to develop because they did not have a place to market their products, the quality of human resources was poorly trained which hampered the production process, companies do not have good financial management skills, resulting in difficulties in managing funds and increasingly fierce competition (Istiqomah & Andriyanto, 2018). We seek to examine the Business Development Strategy Using the SWOT Analysis Method in the Wen-Dang Ginger Home Industry in Kukar Regency. It shows that home strategies can be implemented by the Wen-Dang ginger industry in Kukar District to maintain the taste of its trademark products, increase market demand, and expand consignment sales (Mardiyana, 2022).

In other research, a SWOT analysis was also obtained where the main internal factor was the production location close to snack agents or food stores. The main external opportunity factor is that the product has legal permits from the government (Yaqin, 2021). Meanwhile, in the research entitled *SWOT Analysis of the Development of the Kogaya Housing Convection Industry in Facing Imported Chinese Goods*, it was found that the SWOT analysis carried out on Kogaya Convection can be seen that Kogaya Convection is in the quadrant I category, or it can also be said to be in a very favorable situation (Lucky, 2020). Meanwhile, in the research entitled, the results obtained were that SWOT analysis as business development strategy planning in the operational aspects of PT Cargo Company. Power Express Indonesia Through SWOT Analysis, the company can see its overall business condition. PT. Power Express Indonesia is in quadrant I. This position indicates that the company is in a strong position and has opportunities, so the strategy that must be implemented is SO, namely training employees to increase quality workforce that meets standards to maintain good relationships with customers and friendliness of customer service at work by service standards that keep many customers (Ningrum, Pribadiyono, & Istanti, 2021).

The pure sari tofu factory produces food from China with easily available raw materials: imported soybeans, clean water, turmeric, and cooking oil. This Tofu Factory Business is located on Jalan Swadaya R.T.06/R.W.08, Cilandak, South Jakarta, Indonesia. This business was founded by Paimin in 1995. Initially, Paimin bought empty land to use as business premises. Then this location was chosen because of the strategic land in the middle of residential areas and close to a river. This will make it easier for Paimin to dispose of soybean liquid. Paimin manages his own business and is assisted by his son Nuryono. The pure sari tofu factory produces white-cut tofu and makes yellow and fried tofu. The pure sari tofu factory's vision is to create quality food products with selected ingredients and superior human resources. Meanwhile, its mission is to produce new quality and nutritious products to meet people's needs at affordable prices. This study determines the business conditions of the pure sari tofu factory business. Then, what are the next strategies management will implement to manage this Pure sari tofu factory Business?

2. Literature Review

2.1. Corporate Environmental Analysis

Analysis of the company's environment is a strategic management process. The results of this analysis will later be used to formulate and evaluate strategies. The matrices used in company environmental analysis include SWOT analysis, IFE Matrix, EFE Matrix, IE Matrix, SWOT Matrix and SWOT Analysis Diagram.

2.2. SWOT Analysis

SWOT analysis is an abbreviation of four elements: strengths, weaknesses, opportunities, and threats. Thus, SWOT analysis can be interpreted as a strategic planning and problem-solving technique used in everyday life, especially for certain business needs or a project. SWOT analysis (strengths, weaknesses, opportunities, and threats) is an analysis to obtain useful or effective strategies that are applied according to market and public conditions at that time. Opportunities and threats are used to understand the external environment. Then, strengths and weaknesses are obtained through an internal or external company analysis (Galavan, 2014).

2.2.1. Internal Factor Evaluation Matrix (IFE Matrix)

The Internal Factors Evaluation (IFE Matrix) is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in business functional areas and provides a basis for identifying and evaluating the relationships between these areas. This matrix was prepared to determine how good the company's internal condition is, seen from its strengths and weaknesses (David, 2016).

2.2.2. External Factor Evaluation Matrix (EFE Matrix)

The Internal Factor Evaluation Matrix (External Factor Evaluation-EFE Matrix) helps strategists identify and evaluate external factors influencing company performance. This matrix is compiled to determine how well the company responds to the opportunities and threats it faces. This matrix will be used together with the internal factor's evaluation matrix (IFE Matrix) in preparing the internal external matrix (David, 2016).

2.2.3. Internal and External Matrix (IE Matrix)

The external internal matrix helps determine the company's position into 9 cells. This matrix consists of 2 dimensions: the total IFE Matrix score on the X axis and the EFE Matrix on the Y axis (David, 2016).

2.3. SWOT Matrix

SWOT Matrix is used to develop company strategies by combining the strengths and weaknesses of the company, which are adjusted to the opportunities and threats faced by the company. The SWOT analysis is determined after knowing the strengths, weaknesses, opportunities and threats obtained from the identification results of the IFE and EFE matrices. This matrix produces four strategies, namely the SO strategy (using strengths to take advantage of opportunities), the WO strategy (overcoming weaknesses by taking advantage of opportunities), the ST strategy (using strengths to avoid threats), and the WT strategy (minimizing weaknesses and avoiding threats) (David, 2016).

2.4. SWOT Analysis Diagram

The SWOT Analysis Diagram is used to see the company's current location. There are 4 quadrants with different categories. Quadrant 1 is very profitable because the company has the opportunity and strength to exploit existing opportunities. The strategy that must be implemented when the company is in this condition is to support aggressive growth policies. Quadrant 2 is when the company faces various threats. The company still has strength from an internal perspective. The strategy that must be carried out is to use strengths to take advantage of long-term opportunities through a diversification strategy (product/market). Quadrant 3 is that the company faces substantial market opportunities, but on the other hand, it faces several internal obstacles/weaknesses. Business conditions in quadrant 3 are similar to Question Mark in the BCG Matrix. The focus of this company is to minimize the company's internal problems so that it can seize better market opportunities. Quadrant 4 is unfavorable; the company faces various internal threats and weaknesses.

2.5. Business Development

Business development is the task and process of analytical preparation of potential growth opportunities and supporting and strengthening the implementation of business growth opportunities. Meanwhile, for large businesses, especially industrial technology, business development is a term that often refers to setting and managing strategic relationships and alliances with others. Business development is a form of business that can develop for the better and reach a point or peak towards success. Business development is carried out by businesses that have already started and see the possibility of further progress (Nurrohmah, 2015).

2.6. Conceptual Framework

A research framework is a conceptual model of how theory relates to various factors identified as important problems (Sugiyono, 2016).

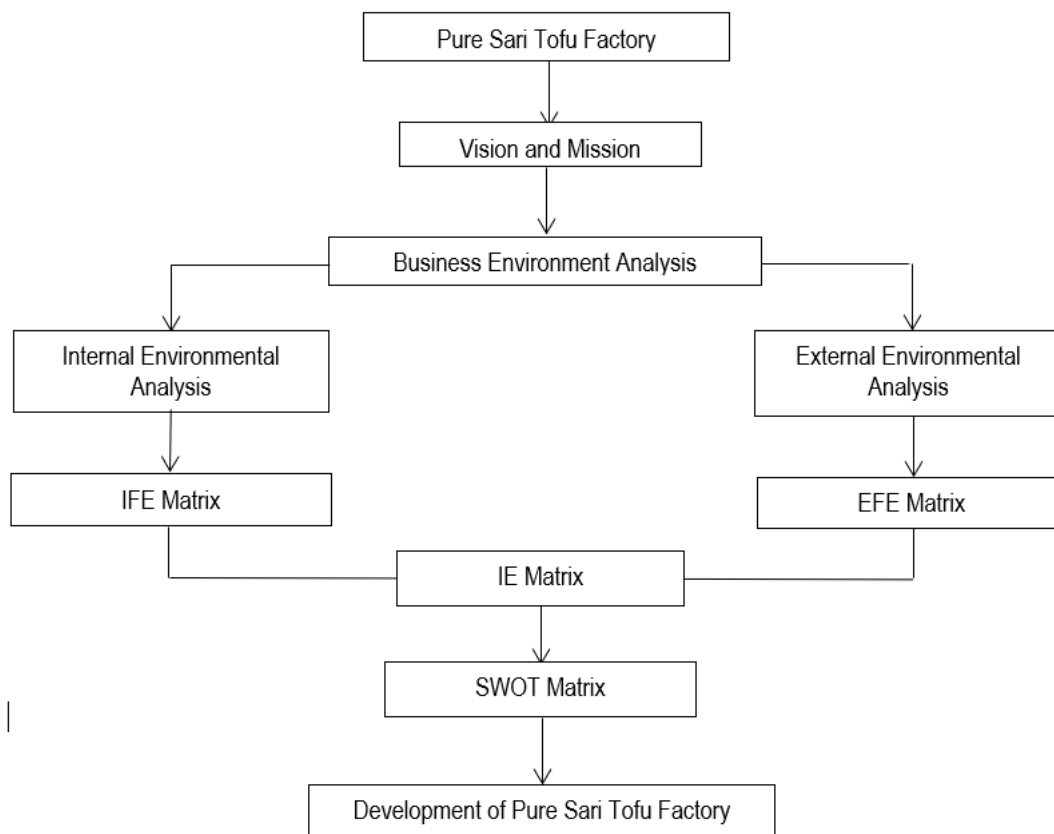


Figure 1. Conceptual Framework

3. Materials and Methods

Population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population consists of humans, objects, and other natural objects (Sugiyono, 2016). Researchers will ask questions to the owner, who has the right to fill in, and all Murni Sari Tofu Factory employees. The sample is part of the number and characteristics of the population. Sample measurement is a step in finding the sample size when researching an object. The sample size can be determined using statistics or research estimates. This sampling must be carried out so that an actual sample is obtained. In other words, it must be representative (Sugiyono, 2016). In this study, 17 people were used as informants, consisting of 1 person from the steam section, 2 people from the milled section, 5 people from the white tofu molding department, 5 people from the Bandung tofu molding department, 1 person from the fried tofu section, 1 person from the cut tofu section, and 2 people in the delivery department. The sample used was probability sampling with a simple random sampling technique. In this research, the data collection process was obtained after the researcher obtained permission from the management of the Sari Murni Tofu factory to conduct research. As a first step in the study, the researcher asked the informants for permission to provide information related to research activities. Then, the researchers conducted interviews and filled out questionnaires with employees of the Murni Sari Tofu Factory. Data processing and analysis methods consist of descriptive analysis. The analytical tools used in formulating company strategies are the IFE Matrix, EFE Matrix, IE Matrix, SWOT Matrix and SWOT Analysis Diagram (David, 2016).

3.1. IFE Matrix Analysis

The stages for identifying environmental factors in the IFE Matrix are (i) determining the factors that are strengths and weaknesses (ii) giving each factor a weight ranging from 1.0 (very important) to 0.0 (not important). The weight given to each factor identifies the relative importance of the factor to a company's success in an industry. Regardless of whether the key is an internal strength or weakness, the factors considered to have the greatest influence on organizational performance should be given high weight. The sum of all weights must equal 1.0. (iii) give a rating of 1 to 4 for each factor to indicate whether the factor has a large weakness (rating = 1), a small weakness (rating = 2), a

small strength (rating = 3) and a large strength (rating = 4). So, the rating refers to the company, while the weight refers to the industry in which the company is located. (iv) multiply each weight by its rating to get a score. (v) add up the total scores for each variable. Regardless of the number of factors included in the IFE Matrix, the total weighted average ranges between a low of 1.0 and a high of 4.0 with a mean of 2.5. If the total average is below 2.5, the company is internally weak, while the total value above 2.5 indicates that the company is internally strong.

Table 1. Example of IFE Matrix

Internal Factors	Weight	Ratings	Score
Strength			
1			
2			
Weakness			
1			
2			
Total			

Table 1 displays the example of the IFE matrix. The total weighting score ranges from 1 to 4, averaging 2.5. If the total IFE score is (3.0-4.0) it means the company's internal conditions are high or strong, (2.0-2.99) means the company's internal conditions are average or moderate, and (1.0-1.99) means the company's internal conditions are low or weak.

3.2. EFE Matrix Analysis

The stages for identifying environmental factors in the EFE Matrix are (i) determine the factors that constitute opportunities and threats. (ii) give each factor a weight starting from 1.0 (very important). These factors are likely to have an impact on strategic factors. The sum of all weights must equal 1.0. (iii) calculate the space for each factor by giving a scale ranging from 1 to 4, where 4 (very good response), 3 (above average response), 2 (average response), 1 (below average response) flat). This rating is based on the effectiveness of the company's strategy. Thus, the value is based on the condition of the company. (iv) multiply each weight by its rating to get a score. (v) add up all the scores to get the total company score. This total value shows how a particular company reacts to its external strategic factors. It goes without saying that in the EFE Matrix, the highest possible total score is 4.0 and the lowest is 1.0. A total score of 4.0 indicates that the company responded to existing opportunities extraordinarily and avoided threats in its industrial market. A total score of 1.0 indicates the company's strategies do not take advantage of opportunities or do not avoid external threats.

Table 2. Example of EFE Matrix

External Factors	Weight	Ratings	Score
Opportunity			
1			
2			
Threat			
1			
2			
Total			

Table 2 captures an example of EFE matrix. The total weighting score ranges from 1 to 4, averaging 2.5. The total EFE score is grouped into strong (3.0-4.0), meaning the company responds strongly to opportunities and threats that affect the company. Average (2.0-2.99) means the company responds moderately to existing opportunities and threats, and weak (1.0-1.99) means the company cannot respond to existing opportunities and threats.

3.3. IE Matrix Analysis

The Internal and External (IE) Matrix is useful for positioning a company's Strategic Business Unit (SBU) into a matrix consisting of nine cells. This matrix is a mapping of the total IFE and EFE Matrix scores that have been produced at the input stages. The horizontal axis in the IE Matrix shows the total IFE score while the vertical axis shows the total EFE score.

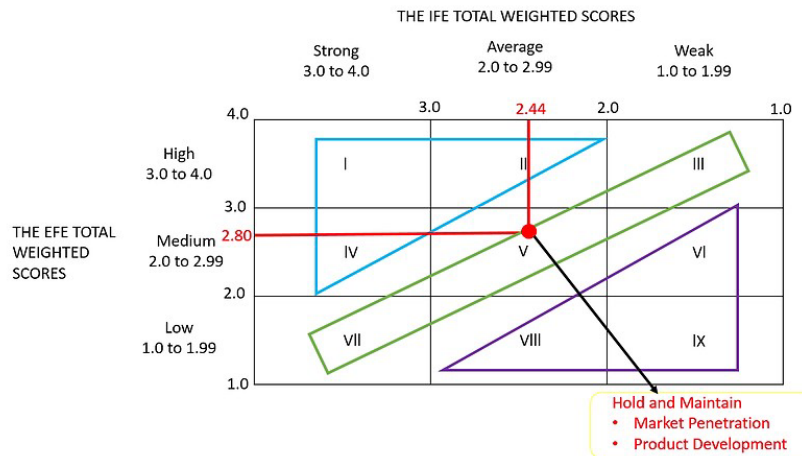


Figure 2. IE Matrix

Figure 2 indicates nine company strategy cells in the IE Matrix. However, in principle, the nine cells can be grouped into main strategies, namely:

- Growth and Build are in cells I, II, or IV. Suitable strategies are intensive (market penetration, market development, and product development) or integration (backward, forward, and horizontal integration).
- Hold and Maintain covers cells III, V, or cell VII. The general strategies used are market penetration, product development, and market development.
- Harvest and Devest (Harvest or Divestment) covers cells VI, VIII, or IX. The strategies used are divestment, conglomerate diversification strategy, and liquidation strategy.

IFE values are grouped into strong (3.0-4.0), moderate (2.0-2.99), and weak (1.0-1.99). Meanwhile, EFE values can be grouped into high (3.0-4.0), medium (2.0-2.99), and low (1.0-1.99).

3.4. SWOT Matrix

SWOT is an abbreviation of strengths and weaknesses for the internal environment as well as opportunities and threats for the external environment in the business world (Rangkuti F. , 2014). SWOT analysis in this research is used to determine development strategy methods by analyzing external factors in the form of opportunities and threats as well as internal factors in the form of strengths and weaknesses. SWOT analysis is an important matching tool to help parties in an organization produce four types of strategies, namely SO strategy, WO strategy, ST strategy, and WT strategy.

- SO (Strength-Opportunity) strategy, namely a strategy that uses the company's internal strengths to obtain opportunities that exist outside the company.
- WO (Weaknesses-Opportunity) Strategy is a strategy that aims to minimize the company's internal weaknesses by taking advantage of external opportunities.
- ST (Strength-Threat) strategy, namely this strategy, is the company trying to avoid or reduce the impact of external threats.
- WT (Weakness-Threat) strategy is a strategy to survive by reducing internal weaknesses and avoiding threats.

The stages in compiling a SWOT Matrix are as follows:

- Compile a list of the company's external opportunities and threats as well as the company's internal strengths and weaknesses.
- Develop an SO (Strength-Opportunity) strategy by matching internal strengths and external opportunities.
- Develop a WO (Weakness-Opportunity) strategy by matching internal weaknesses and external opportunities.
- Develop an ST (Strength-Threat) strategy by matching internal strengths and external threats.
- Develop a WT (Weakness-Threat) strategy by matching internal weaknesses and external threats.

Table 3. SWOT Matrix

EFE \ IFE		Strength (S)	Weaknesses (W)
		Determine internal weakness factors	Determine the internal strength factors
Opportunity (O) Determine external opportunity factors		SO Strategy Create a strategy that uses strengths to take advantage of opportunities	WO Strategy Create strategies that minimize weaknesses to take advantage of opportunities.
		Threats (T) Determine external threat factors	WT Strategy Create strategies that minimize weaknesses and avoid threats

3.5. SWOT Analysis Diagram

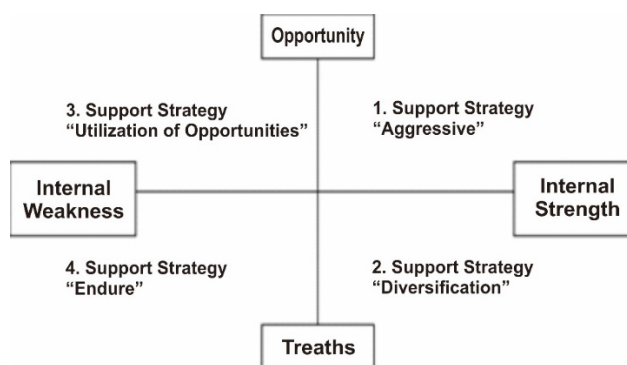


Figure 3. SWOT Analysis Diagram

Quadrant 1 shows a favorable situation because the company has opportunities and strengths, so in this position, the company must support aggressive growth policies. Quadrant 2 In this position, the company has threats, but there are still internal strengths to overcome these threats with existing strengths. The right strategy for this position is a diversification strategy (product/market) that uses strengths to take advantage of long-term opportunities. Quadrant 3 companies have big opportunities but internal weaknesses, so the company must choose the right strategy so that existing weaknesses do not reduce the big opportunities. The right strategy for this position is for the company to minimize internal problems and seize better market opportunities. Quadrant 4 of this process is very detrimental because the company faces threats with weak internal conditions. The strategy that must be implemented supports the endure strategy.

4. Results

4.1. SWOT Analysis

After conducting internal and external analysis, the strengths, weaknesses, opportunities, and threats were determined, as explained in Table 4.

Table 4. SWOT Analysis

Strengths <ul style="list-style-type: none"> • Have quality products. • The raw materials are safe for consumption. • Strategic factory location. • The service is good. • Competitive price. • Orderly organizational and management arrangements. 	Weaknesses <ul style="list-style-type: none"> • Shortage of labor. • Dependence on raw materials. • There is no promotion via social media. • Production conditions and quantities.
Opportunities <ul style="list-style-type: none"> • Merchants help expand marketing. • There is trust from consumers. • Economic growth is getting better. • Can open up job opportunities. 	Threats <ul style="list-style-type: none"> • Unpredictable weather. • Rising raw material prices. • There are other tofu factory entrepreneurs. • Consumers are increasingly sensitive to price.

4.2. IFE Matrix (Internal Factor Evaluation)

After all the strengths and weaknesses are known, an IFE (Internal Factor Evaluation) analysis can be carried out by providing an assessment and rating, as shown in Table 5.

Table 5. Determination of IFE Score

No.	Internal Factors	Weight	Ratings	Score
Strength				
1.	Have quality products	0,13	4	0,52
2.	The raw materials are safe for consumption	0,13	4	0,52
3.	Strategic factory location	0,13	4	0,52
4.	The service is good	0,13	4	0,52
5.	Competitive price	0,12	3,5	0,42
6.	There are regular organizational and management arrangements	0,12	3,5	0,42
Sub-Total		0,76		2,92
Weakness				
1.	Lack of workforce	0,05	1,6	0,08
2.	There is no promotion via social media.	0,07	2	0,14
3.	Dependence on raw materials	0,06	1,8	0,11
4.	Condition and number of production equipment	0,06	1,9	0,11
Sub-Total		0,24		0,44
Overall Total		1,00		3,36

Table 5 shows the strengths and weaknesses, with a total score of 3.36. Because the total score is above 2.5, it indicates a strong internal position.

4.3. EFE Matrix (External Factor Evaluation)

After all opportunities and threats are known, an EFE (External Factor Evaluation) analysis will be carried out by providing an assessment and rating, as shown in Table 6.

Table 6. Determination of IFE Score

No.	External Factors	Weight	Ratings	Score
Opportunity				
1	Merchants help expand marketing	0,13	3,3	0,43
2	There is trust from consumers	0,16	3,9	0,62
3	Economic growth is getting better	0,13	3,3	0,43

No.	External Factors	Weight	Ratings	Score
4	Can open up job opportunities	0,13	3,2	0,42
	Sub-Total	0,55		1,90
Threat				
1	Unfavorable weather	0,09	2,2	0,20
2	Rising raw material prices	0,14	3,5	0,49
3	There are other tofu factory entrepreneurs	0,11	2,6	0,29
4	Consumers are increasingly sensitive to price	0,11	2,8	0,31
	Sub-Total	0,45		1,29
	Overall	1,00		3,19

Table 6 captures the opportunity and threat factors with a total score of 3.19, indicating that the Sari Murni Tofu Factory responds to existing opportunities and avoids existing threats.

4.4. IE Matrix (Internal-External)

The IE Matrix is a picture that shows the results of calculating the IFE and EFE Matrix scores. In this calculation, the IFE Matrix score is 3.36, and the EFE Matrix score is 3.19. These results are placed in the IE matrix cells, as in Figure 4.

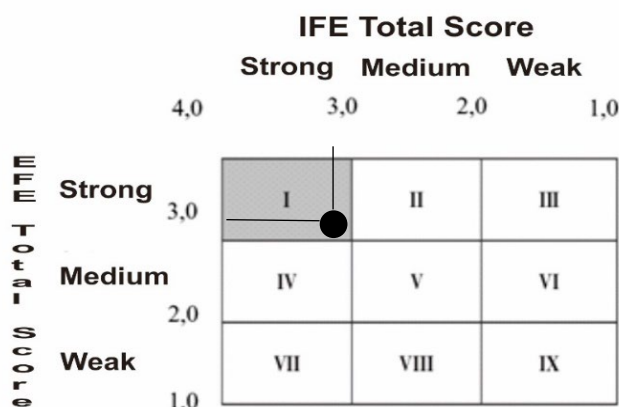


Figure 4. Determining the Position of the Pure sari tofu factory

The position of the company in cell I show that the appropriate strategy is to grow and develop (growth and build), which means this strategy is adjusted to the company's internal strengths to take advantage of the right opportunities to gain profits for the company. The IE matrix maps out strategic choices that suit the characteristics of the Pure sari tofu factory, namely intensive strategies (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration). The results that can be applied to the company's strategy are efforts to increase the market more intensively. In this way, the Pure sari tofu factory can strive to approach larger market opportunities. The Pure sari tofu factory can introduce existing products to new markets. This can develop products to increase sales.

4.5. SWOT Matrix

Based on strengths and weaknesses as well as opportunities and threats, the SWOT Matrix can clearly explain the company's appropriate situation according to its strengths and weaknesses to respond to opportunities and threats. This matrix produces four types of strategies that can be applied: SO, WO, ST, and WT. The SWOT matrix of the Sari Murni Tofu Factory can be seen in Table 7.

Table 7. SWOT Matrix

IFE EFE	Strengths <ul style="list-style-type: none"> • Have quality products • The raw materials are safe for consumption • Strategic factory location • The service is good • Competitive prices • There are regular organizational and management arrangements 	Weaknesses <ul style="list-style-type: none"> • Lack of labor • There is no promotion via social media • Dependence on raw materials • Condition and number of production equipment
Opportunities <ul style="list-style-type: none"> • Merchants help expand marketing • There is trust from consumers • Economic growth is increasingly improving • Can open employment opportunities 	SO <ul style="list-style-type: none"> • Develop product quality to maintain customer loyalty • Develop marketing research 	WO <ul style="list-style-type: none"> • Create jobs • Add more modern equipment so that you don't experience problems during the production process
Threats <ul style="list-style-type: none"> • Unpredictable weather • Rising raw material prices • There are other tofu factory entrepreneurs • Consumers are increasingly sensitive to prices 	ST <ul style="list-style-type: none"> • Strengthen services • Develop a competitive strategy • Maintaining the quality of the products sold 	WT <ul style="list-style-type: none"> • Minimize errors in the production process • Recruit additional, more experienced production employees

4.6. SWOT Analysis Diagram

The total score value for each factor can be detailed: strength 2.92, weakness 0.44, opportunity 1.90, and threat 1.29. Thus, the difference in the total score of the strength and weakness factors is (+) 2.48, while the difference in the total score of the opportunity and threat factors is (+) 0.61.

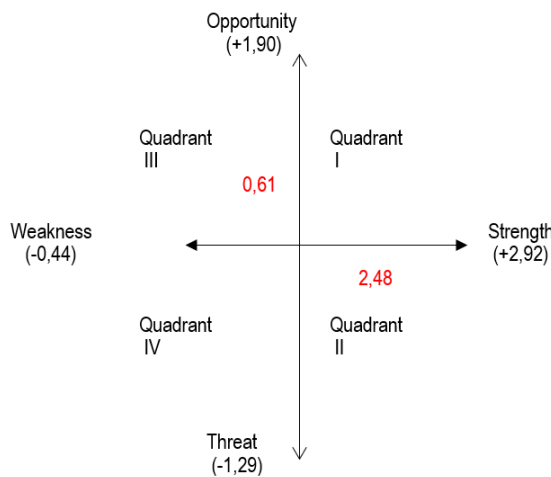


Figure 5. SWOT Analysis Diagram

Figure 5 displays that the intersection point of the diagram is on the X and Y axis (2.48; 0.61) in diagram I, where this position is in quadrant I, namely supporting aggressive strategies. The Pure sari tofu factory is in a favorable situation and has strengths and opportunities to take advantage of existing opportunities. The strategy that can be

implemented in Quadrant I is to support aggressive growth policies (growth-oriented strategy) so the company can develop well.

5. Discussion

This study found that the IFE Matrix shows a score for strengths of 2.92, while weaknesses are 0.44. So, the total weighting score obtained is 3.36. If the strengths and weaknesses are optimized, various existing weaknesses will be overcome. It is indicated by the total score on the IFE Matrix of $2.92 \geq 0.44$, which means that internal conditions have the strength to overcome the situation. In the EFE Matrix shown in Table 6, the score obtained for opportunities is 1.90, while the score for threats is 1.29. So, the weighted score from the EFE Matrix is 3.19. Suppose all existing variables or opportunity factors are utilized optimally. In that case, it will be proven by a total EFE value of $1.90 \geq 1.29$, which means the system can respond to existing external situations. In the diagram above, it appears that the Pure sari tofu factory is in quadrant I, where this quadrant is a very profitable situation. Because the company has opportunities and strengths, it can take advantage of existing opportunities after conducting a SWOT matrix analysis, which shows internal and external factors. After formulating each strength, weakness, opportunity, and threat, business strategy factors are then prepared using the SWOT Matrix, namely by combining strengths with company opportunities (SO) and weaknesses with company opportunities (WO), and strengths with company threats (ST) and opportunities with company threats (WT). The results show that companies can utilize internal strengths to obtain existing opportunities. Minimizing weaknesses to anticipate threats from external parties. It is known that the company must maintain product quality and immediately create jobs by recruiting additional production employees who are more experienced. Companies must also add more modern equipment so that no obstacles are experienced during production. So that the results of this production can always be of good quality so that it can continue to maintain customer loyalty.

6. Conclusions

This study concludes that the IFE matrix shows that the strength and weakness factors have a total score of 3.36 because the total IFE score is above 2.5. This indicates that the internal position is strong, and this business has good strengths in terms of products. Furthermore, the EFE Matrix shows that the opportunity and threat factors score 3.19. It indicates that the Pure sari tofu factory is responding to existing opportunities and avoiding threats. The IE Matrix shows the results of calculating the IFE and EFE Matrix scores. Namely, the calculation obtained is an IFE Matrix score of 3.36 and an EFE Matrix score of 3.19. This places the company's position in cell I, namely showing that the appropriate strategy is to grow and develop (growth and build), which means this strategy is adjusted to the company's internal strengths to take advantage of the right opportunities to gain profits.

The SO strategy applied to the Pure sari tofu factory. This strategy was created by looking at the strengths of the Pure sari tofu factory to seize existing opportunities. The resulting alternative strategy is to develop product quality to maintain customer loyalty and develop marketing research. Then, a WO strategy was created to improve the weaknesses of the Pure sari tofu factory and take advantage of existing opportunities. The resulting alternative strategy is to create jobs and add more modern equipment so there are no problems during production. Next, ST's strategy was created by looking at the strengths of the Pure sari tofu factory to face existing threats. Alternative strategies include strengthening services, developing competitive strategies, and maintaining product quality. The WT strategy was created by looking at the possibility of reducing the weaknesses of the pure sari tofu factory to avoid existing threats. The resulting alternative strategy is to minimize errors in the production process and recruit additional production employees who are more experienced.

Furthermore, in the SWOT analysis diagram, there is an intersection point on the X and Y axis (2.48; 0.61), namely in Diagram I, where the position is in quadrant I, supporting an aggressive strategy. The pure sari tofu factory is in a favorable situation and has strengths and opportunities to take advantage of existing opportunities. The strategy that can be implemented. Quadrant I is to support aggressive growth policies (growth-oriented strategy) so the company can develop well. The implications of this research are the strategy adjustments made by the Sari Murni Tofu Factory Business management after knowing the results of the SWOT Analysis of its business conditions. There are limited research time and research capabilities. In the data collection process, the information informants provide through questionnaires sometimes does not show the informant's true opinion. This happens because of differences in thoughts, assumptions, and understanding of each informant. Other factors, such as honesty, were used to fill in the informants' opinions in their questionnaires.

The pure sari tofu factory has always hoped to maintain its strengths and overcome weaknesses. It means that the company's internal conditions must always have the strength to overcome the situation. The Murni Sari Tofu Factory is expected always to take advantage of existing opportunities to avoid threats that occur to the company. The Murni Sari Tofu Factory is expected always to maintain a strategy that is in line with the company's internal strengths to take advantage of the right opportunities to gain profits for the company. The Murni Sari Tofu Factory is expected to continue several existing alternative strategies and see their continuity with the company's internal and external strategic factors.

It is hoped that the Murni Sari Tofu Factory will always be in a favorable situation and remain in Quadrant I. This can support an aggressive growth policy so the company can continue developing well. The Murni Sari Tofu Factory is expected to be able to maintain and improve the strategies that have been implemented. Conditions that continue to change inside and outside the company threaten to maintain the existence of a business that wants to be developed.

Author Contributions: Conceptualization, S.S. and I.Y.; methodology, S.S.; software, S.S.; validation, S.S. and I.Y.; formal analysis, S.S.; investigation, S.S. and I.Y.; resources, S.S.; data curation, I.Y.; writing—original draft preparation, S.S. and I.Y.; writing—review and editing, S.S. and I.Y.; visualization, S.S.; project administration, S.S.; funding acquisition, S.S. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: Not applicable.

Acknowledgments: The author would like to thank the Universitas Pamulang, Indonesia, for supporting this research and publication. I also thank the reviewers for their constructive comments and suggestions.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Budiman, I., Tarigan, U. P. P., Mardhatillah, A., Sembiring, A. C., & Teddy, W. (2018, April). Developing business strategies using SWOT analysis in a color crackers industry. In *Journal of Physics: Conference Series* (Vol. 1007, No. 1, p. 012023). IOP Publishing.
- Christina, V., & Soedarsa, H. G. (2022). SWOT Analysis of Noodle Shop Product Business Development 81 During the Covid 19 Pandemic. *Sinomika Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1(1), 37-46.
- Cui, J., Allan, A., & Lin, D. (2019). SWOT analysis and development strategies for underground pedestrian systems. *Tunnelling and Underground Space Technology*, 87, 127-133.
- David, F. R. (2016). *Manajemen Strategik. Alih Bahasa Alexander Sindoro*. Jakarta: Prehallindo.
- Galavan, R. (2014). *Doing Business Strategy*. Ireland: NuBooks.
- Hasbullah, H., Haekal, J., Prayogi, P. R., & Eko, D. E. A. P. D. (2021). Business Development Strategy Using Swot Analysis Method In Culinary Industry. *Journal of Industrial Engineering & Management Research*, 2(3), 53-61.
- Hatta, I. H., Riskarini, D., & Ichwani, T. (2019). Business Development Strategy Model of SMEs Through SWOT and EFE-IFE Analysis. *Shirkah: Journal of Economics and Business*, 3(1).
- Hendri, N. S., Suharyo, O. S., & Susanto, A. D. (2019). Business Development Strategy Analysis PT. X Using the SWOT Method. *International Journal of Academic and Applied Research (IJAAR)*, 3(4).
- Hidayat, A., Mu'allim, A., Zaini, Z., & Badruddin, S. (2022). Business Development, Business Model, Canvas, SWOT Analysis Preliminary. *Central Asia & the Caucasus (14046091)*, 23(1).
- Istiqomah, I., & Andriyanto, I. (2018). Analisis SWOT dalam Pengembangan Bisnis (Studi pada Sentra Jenang di Desa Kaliputu Kudus). *BISNIS: Jurnal Bisnis Dan Manajemen Islam*, 5(2), 363-382.
- Kurmanalina, A., Bimbetova, B., Omarova, A., Kaiyrgaliyeva, M., Bekbusinova, G., Saimova, S., & Sapparaliyev, D. (2020). A swot analysis of factors influencing the development of agriculture sector and agribusiness entrepreneurship. *Academy of Entrepreneurship Journal*, 26(1), 1-8.
- Lucky, S. (2020). Analisis Swot Pengembangan Industri Konveksi Perusahaan Kogaya Dalam Menghadapi Barang Import Dari China. *Jurnal Ekonomi Manajemen Sistem Informasi*, 1(6), 532-542.
- Mardiyana, M. (2022). Strategi Pengembangan Usaha Dengan Metode Analisis SWOT Pada Home Industri Wen-Dang Jahe Di Kabupaten Kukar. *Jurnal Administrasi Bisnis FISIPOL UNMUL*, 10(1), 1-11.
- Maulina, E., & Raharja, S. U. J. (2018). SWOT analysis for business strategies: a case of Virage Awi in the bamboo craft industries, Bandung, Indonesia. *Review of Integrative Business and Economics Research*, 7, 213-224.
- Namugenyi, C., Nimmagadda, S. L., & Reiners, T. (2019). Design of a SWOT analysis model and its evaluation in diverse digital business ecosystem contexts. *Procedia Computer Science*, 159, 1145-1154.
- Ningrum, M. P., Pribadiyono, P., & Istanti, E. (2021). Analisis SWOT sebagai Perencanaan Strategi Pengembangan Usaha pada Aspek Operasional Perusahaan Cargo PT. Power Express Indonesia. *Benchmark*, 1(2), 75-84.

- Nuryani, S. (2023). Callie Qudsiyyah's business development strategy uses SWOT analysis and the business model canvas. *Journal of Management Science (JMAS)*, 6(1), 30-37.
- Parameswari, R., Silaswara, D., & Andy, A. (2021). Swot Analysis Of Small And Medium Micro Business Development In Jatiuwung District, Tangerang City. *Primanomics: Jurnal Ekonomi & Bisnis*, 19(2), 92-101.
- Pramayanti, D., Rachmawati, M., Sudrajat, J., Permana, I., & Sutisna, E. (2021, May). Business Development Strategy Using Swot Analysis at Home Business Lilis Bolu Purwasari Karawang. In *Proceedings of the 1st International Conference on Law, Social Science, Economics, and Education, ICLSSEE 2021, March 6th 2021, Jakarta, Indonesia*.
- Prasetyo, B., Syaikhullah, G., & Rahmasari, R. (2022, February). SWOT Analysis of TEFA Breeding and Hatchery Business Development at Jember State Polytechnic. In *2nd International Conference on Social Science, Humanity and Public Health (ICOSHIP 2021)* (pp. 234-239). Atlantis Press.
- Rangkuti, F. (2014). Analisis SWOT. Teknik Membedah Kasus Bisnis. Jakarta: PT. Gramedia Pustaka Utama.
- Rizki, S., & Wijaya, F. (2024). Business development strategy using canvas business model and SWOT analysis on Bedroomstore. *Journal of Management Science (JMAS)*, 7(1), 371-378.
- Rusdiansyah, R., Al Rasyid, H., & Sosrowidigdo, S. (2020). Business development management model at Samo-Samo recycling house based on SWOT analysis. *Sinkron: jurnal dan penelitian teknik informatika*, 5(1), 1-6.
- Safitri, E. D., Junaedi, S. R. P., & Priono, A. (2023). SWOT Analysis is Used in the Startup Business Development Strategy. *Startuppreneur Business Digital (SABDA Journal)*, 2(2), 136-142.
- Sonia, D. R., Sanjaya, A., & Hutajulu, M. J. (2020). Business development strategies using SWOT analysis in the Cahaya Modern home industry. *J. Adm*, 7, 117-128.
- Stefan, D., Vasile, V., Oltean, A., Comes, C. A., Stefan, A. B., Ciucan-Rusu, L., ... & Timus, M. (2021). Women entrepreneurship and sustainable business development: Key findings from a SWOT-AHP analysis. *Sustainability*, 13(9), 5298.
- Sugiyono. (2016). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Syamruddin, S. (2020). Analisis Kelayakan Usaha Baby Buncis Kenya Kelompok Tani "Baby French Farmer Group" Dari Aspek IFAS, EFAS, dan IE. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 3(1), 118-131.
- Syarifudin, M. Q., Rianto, B., & Nuhman, N. (2022). Analysis of SWOT Strategy in Sustainable Management of Mangrove Ecosystems in Kaliwlingi Village, Brebes Sub-district, Brebes District. *Jurnal Mandiri: Ilmu Pengetahuan, Seni, dan Teknologi*, 6(1), 1-16.
- UU Nomor 20 Tahun 2008 Tentang Usaha Mikro Kecil dan Menengah.
- Yaqin, A. A. (2021). Analisis Swot dalam Strategi Pengembangan Usaha Kerupuk Rumahan di Ud. Sumber Abadi Tangulangin. *JISO: Journal of Industrial and Systems Optimization*, 4(2), 81-87.