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ANALYSIS OF BUSINESS DEVELOPMENT STRATEGY USING SWOT AND QSPM APPROACHES (CASE STUDY OF TOFU SMEs IN SALATIGA CITY)

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Abstract

This study aims to analyze business development strategies for tofu SMEs in Salatiga City using the SWOT and QSPM approaches. This research employs a descriptive qualitative method with a case study design. Data were collected through observation, interviews, and questionnaires. The analysis was conducted in three stages: the input stage using the IFE and EFE matrices, the matching stage using the IE and SWOT matrices, and the decision stage using QSPM. The results show that the IFE score is 2.853 and the EFE score is 2.687, placing the business in Quadrant V (Hold and Maintain). The recommended strategies are market penetration and product development. The SWOT analysis generated eight alternative strategies, and based on the QSPM results, the most appropriate strategy is utilizing digital marketing through social media and online platforms, as well as installing business banners, with a Total Attractive Score (TAS) of 6.85.

Keywords: Business Development Strategy; QSPM; SWOT; Tofu SMEs

INTRODUCTION

Small and Medium Industries (SMEs) are a sector that plays a strategic role in national economic development, particularly in employment creation and income equality. According to the Central Statistics Agency (in Handayani et al., 2019), SMEs are business activities that process raw materials into finished or semi-finished goods, employing between 5 and 19 people. SMEs serve as economic drivers and a means of community empowerment in various regions.

The contribution of SMEs to the regional economy can be seen in the number of business units and the workforce they employ. By 2024, the number of SMEs in Central Java will reach 243,171 units, employing 2,967,566 people. This demonstrates that SMEs are a crucial pillar in maintaining regional economic stability.

Salatiga City is one of the regions with significant SMEs development, with 1,247 active business units spread across several sub-districts . this can be seen in the following table:

Table 1
Data on Small and Medium Enterprises (SMEs) and Tofu SMEs in Salatiga City

Subdistrict	Number of SMEs	Number of Tofu SMEs
Tingkir District	578	5
Argomulyo District	188	2
Sidomukti District	145	3
Sidorejo District	336	14
Total	**1,247**	**24**

Source: Salatiga City Department of Industry and Manpower , 2024

One of the growing subsectors is the food industry, particularly the tofu industry. Out of 24 tofu business units, only 19 are still there active operating . This condition indicates challenges in business sustainability. One of problem main issues faced is fluctuations in soybean prices as the main raw material that continues experience increase in a number of year lastly , as shown in the table following :

Table 2
Soybean Price Development in Salatiga City

Year	Soybean Prices
2023	11,500
2024	11,900
2025	14,000

Source: Processed data, 2025

The increase in raw material prices has a direct impact on production costs and reduced profit margins for businesses. Furthermore, tofu SMEs also face internal challenges such as limited capital, rudimentary technology, and low digital marketing utilization. These conditions have the potential to hinder business development if not balanced with the right strategy.

To address these dynamics, a systematic and focused strategy is required. This study uses a SWOT analysis to identify internal and external factors, and the QSPM method to determine the most appropriate priority strategies for developing tofu SMEs in Salatiga City.

Research Purposes

Analyzing the development strategy of tofu SMEs in Salatiga City based on internal factors, external factors, business position, and determining priority strategies using the SWOT and Quantitative Strategic Planning Matrix (QSPM) methods.

LITERATURE REVIEW

Strategy and Strategic Management

Strategy is an integrated plan used to achieve organizational goals by considering internal conditions and changes in the business environment (Mintzberg & Quinn; Hamel & Prahalad in Sembiring et al., 2022). Strategic management is the process of formulating, implementing, and evaluating cross-functional decisions to effectively achieve organizational goals (David, 2016).

Stages of Strategic Management

According to David (2016), strategic management consists of three stages: strategy formulation, implementation, and evaluation. Formulation involves identifying internal and external factors and determining the strategy; implementation involves executing the strategy

through resource allocation; and evaluation aims to assess the strategy's success for future improvement.

Internal and External Environment Analysis

Internal analysis is used to identify the strengths and weaknesses of an organization from aspect management , marketing , finance , and others (David, 2016). Meanwhile, external analysis aims to identify opportunities and threats originating from economic, social, technological, political, and competitive factors.

Strategy Formulation

Strategy formulation is carried out through three stages , namely input, matching , and decision (David, 2016). The input stage uses IFE and EFE Matrix for evaluate internal and external factors . The matching stage uses the SWOT and IE matrices to generate alternative strategies. Next , the next stage decision using QSPM for determine priority strategies based on mark Power pull relative .

Small and Medium Industries (SMEs)

SMEs is business with power work of 5–19 people who play a role in produce product worth add . SMEs has characteristics scale business limited technology simple , and limited capital, so that requires the right strategy to be able to do it survive and improve Power competition in the middle competition business .

RESEARCH METHODOLOGY

This study employed a mixed-methods case study of tofu small and medium-sized enterprises (SMEs) in Salatiga City. Observations and interviews were used to identify internal and external strategic factors, which were subsequently assessed quantitatively through questionnaires to support the formulation and prioritization of business development strategies. This integration of qualitative and quantitative data is consistent with the approach applied by Pasaribu et al. (2022).

Purposive sampling was used to select tofu SMEs that had been operating for more than 20 years and were still actively producing (Hardani et al., 2020). Seven business owners participated as respondents and completed questionnaires to assess the importance of internal and external strategic factors. The resulting factor weights were used in the IFE and EFE matrices and subsequently incorporated into the QSPM analysis.

Primary data were collected through observations, interviews, and questionnaires, while secondary data were obtained from relevant documents and literature. Data analysis followed the strategy formulation framework proposed by David (2016), consisting of three stages: the input stage using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices; the matching stage using the Internal–External (IE) and SWOT matrices; and the decision stage using the Quantitative Strategic Planning Matrix (QSPM) to prioritize alternative strategies based on their total attractiveness scores.

RESULTS AND ANALYSIS

Analysis Results Internal Environment (IFE Matrix)

Based on the results of interviews, observations, and questionnaires on Tofu IKM in Salatiga City , several key strengths and weaknesses were identified. These were then analyzed using the IFE Matrix.

Table 3
IFE Matrix

No	Internal Factors	Weight	Ranking	Total
	Strength			
1.	Quality tofu produced stable and consistent .	0.081	4,000	0.323
2.	The product has a taste/texture that customers like.	0.067	3,714	0.249
3.	The production process is partly assisted by certain tools so that it is more efficient.	0.053	3,429	0.182
4.	Capacity production can improved If demand increases.	0.067	3,857	0.258
5.	The business has customer still or stable subscription .	0.065	4,000	0.259
6.	Selling price product Enough competitive compared to competitors .	0.060	4,000	0.240
7.	The business has long experience so it understands market consumption patterns.	0.072	4,000	0.286
8.	Connection with suppliers material standard walk Good .	0.076	3,857	0.294
9.	The workforce has experience or skills in tofu production.	0.067	4,000	0.268
	Weakness			
1.	The business is highly dependent on fluctuations in soybean prices.	0.060	1,429	0.086
2.	Marketing only carried out in traditional markets and not yet reach more wide .	0.069	1,286	0.089
3.	Does not have a strong brand/trademark.	0.051	1,571	0.080
4.	No promotion via social media or online.	0.055	1,000	0.055
5.	Management management and bookkeeping Still simple .	0.060	1,143	0.069
6.	Limited capital to develop the business.	0.055	1,000	0.055
7.	Dependence on manual labor is high.	0.042	1,429	0.059
	Total			**2,853**

Source: Processed data , 2025

The total weighted score of 2.853 indicates that the internal condition of the Tofu SMEs in Salatiga City is in the fairly strong category, as it is above the average value of 2.5 (David, 2016). This means that the existing strengths are still able to cover existing weaknesses.

External Environment Analysis (EFE) Results

External factor analysis is carried out to identify opportunities and threats faced by SMEs.

Table 4
EFE Matrix

No	External Factors	Weight	Ranking	Total
	Opportunity			
1.	The demand for tofu as a staple food remains stable.	0.067	3,571	0.240
2.	Increasing public interest in healthy foods high in vegetable protein.	0.062	3,000	0.187
3.	Opportunities to supply traders, restaurants, and food businesses.	0.062	3,429	0.214
4.	The existence of simple, affordable technology to increase efficiency	0.060	3,143	0.188
5.	Culinary marketplace open opportunity online sales (GoFood, GrabFood , ShopeeFood). Opportunities expand marketing through social media or online platforms.	0.060	3,714	0.223
6.	Assistance is available from relevant agencies or governments for SMEs.	0.060	3,857	0.231

No	External Factors	Weight	Ranking	Total
7.	Habit higher consumption of vegetable protein cheap from meat become trends in conditions economy medium to lower .	0.067	3,571	0.240
8.	Opportunity develop product derivative like dregs tofu , soy milk , tempeh blowing .	0.062	3,714	0.232
	Threat			
1.	Sale decrease consequence MBG policy or change channel distribution .	0.058	1,286	0.074
2.	The emergence of new tofu factories/production houses means that competition is getting higher.	0.055	2,000	0.110
3.	The increase in soybean prices raises production costs.	0.065	1,429	0.092
4.	Dependence on imported soybeans is likely to increase when the exchange rate weakens.	0.058	1,571	0.090
5.	Change appetite consumer to food instant , frozen , or modern products .	0.046	1,857	0.085
6.	Competitors' technology is more advanced so products are more efficient and cheaper.	0.058	2,143	0.123
7.	Cost production (electricity , gas, power) work) increasingly increase	0.060	2,000	0.120
8.	Products that are not durable are easily copied by competitors so that differentiation is low.	0.050	2,429	0.122
9.	Regulation security food is increasingly strict can need cost additional (packaging , certification , sanitation).	0.050	2,286	0.115
	Total			**2,687**

Source: Processed data, 2025

The total EFE score of 2.687 indicates that SMEs are quite capable of responding to external opportunities and threats, although they still need improvement, especially in dealing with fluctuations in raw material prices.

Strategic Position Analysis (IE Matrix)

Based on the IFE score of 2.853 (X-axis) and the EFE score of 2.687 (Y-axis), the position of the Tofu SME in Salatiga City is in Quadrant V in the IE Matrix.

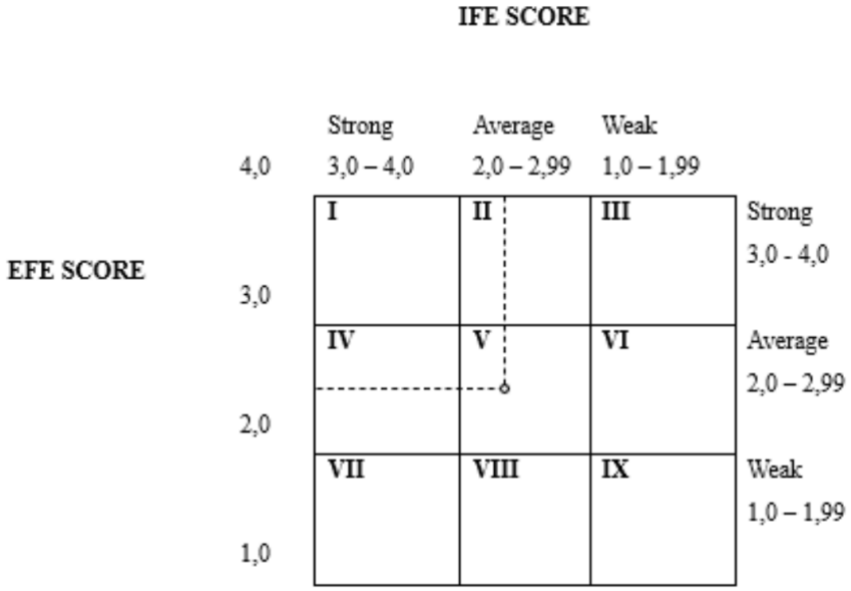


Figure 1
Position of Tofu SMEs in the IE Matrix
Source: Processed Data , 2025

Quadrant V shows the Hold and Maintain strategy. The recommended strategy in this position is This is Market Penetration and Development product . This means that the business no is at in condition crisis , but need strengthening the strategy to remain competitive .

Formulation Alternative Strategies (SWOT Matrix)

Based on matching internal and external factors , obtained eight alternative strategies through SWOT Matrix .

Table 5
SWOT Matrix

SO STRATEGY	WO STRATEGY
1. Leveraging consistent product quality and excellent taste to expand marketing by collaborating with restaurants, catering businesses, and digital food sales platforms. (S1, S2, S5, 03, 05) 2. Develop diversification of soybean-based products with take advantage of existence experience effort and skills power work . (S 7, S9, O 8)	1. Utilise digital marketing through social media and online platforms to overcome limitations marketing traditional and put up banners business name. (W3,W4,W5,O5) 2. Utilize government support/assistance and Simple technologies to improve production efficiency and manage businesses. (W2, W6, W7, O4, O6)
ST STRATEGY	**WT STRATEGY**
1. Maintaining product quality and consistency and competitive pricing to address competition and changing consumer preferences. (S1, S2, S6, T2, T5) 2. Strengthening cooperative relationships with raw material suppliers to minimize the impact of fluctuations in soybean prices and supply. (S8, T3, T4)	1. Implement a bookkeeping and financial management system for anticipate increase cost production and regulation food . (W6, T3, T7, T9) 2. Start building brands and product differentiation to reduce risk imitation and competition price . (W4, W5, T2, T8) 3. Do efficiency cost production through control use material standards and planning more purchases scheduled For reduce impact increase price soya bean .

Source: Processed Data , 2025

Determining Priority Strategy (QSPM Matrix)

All over alternative strategies then analyzed use QSPM matrix for determine the most attractive strategy based on Total Attractive Score (TAS).

Table 6
Strategic Priorities Based on QSPM Results

No.	Types of Strategy	Strategy Description	TAS Score
1.	Strategy 3 (WO)	Leveraging digital marketing through social media and online platforms to overcome the limitations of traditional marketing and installing business name banners.	6.85
2.	Strategy 7 (WT)	Implementing a bookkeeping and financial management system to anticipate rising production costs and food regulations.	6.37
3.	Strategy 8 (WT)	Start building brands and product differentiation to reduce the risk of imitation and price competition.	6.37
4.	Strategy 5 (ST)	Maintaining product quality and consistency and competitive prices to face competition and changes in consumer tastes.	6.36
5.	Strategy 1 (SO)	Leveraging consistent product quality and good taste to expand marketing by collaborating with restaurants, catering businesses, and digital-based food sales platforms.	6.15
6.	Strategy 2 (SO)	Developing diversification of soybean-based products by utilizing existing business experience and workforce skills.	6.04
7.	Strategy 6 (ST)	Strengthening cooperative relationships with raw material suppliers to minimize the impact of price fluctuations and soybean supply quantities.	6.00
8.	Strategy 4 (WO)	Utilizing government assistance and simple technology to increase production efficiency and manage businesses.	5.50

Source: Processed data, 2025

The strategy with the highest TAS value of 6.85 is:

Utilizing digital marketing through social media and online platforms and installing business name banners to overcome the limitations of traditional marketing.

This shows that increasing business visibility is a top priority in developing Tofu SMEs in Salatiga City.

CONCLUSION

Based on the research results, it was discovered that tofu SMEs in Salatiga City have relatively strong internal conditions but still face several weaknesses, particularly in marketing, production technology, and limited capital. Externally, there are significant opportunities, such as high market demand and consumption trends, but they also face a major threat, namely fluctuations in soybean raw material prices.

The results of the IFE and EFE Matrix analysis indicate that the business is in a relatively stable position, which is reinforced by the IE Matrix results, which place the business in a strategic position for growth and development. The SWOT analysis resulted in several alternative strategies that can implemented For support development business .

Based on the QSPM analysis results, the most recommended priority strategy was obtained , namely a strategy that focuses on increasing marketing , in particular through utilization digital technology , as well as improving production efficiency for face increase cost material standard . With By implementing this strategy , it is hoped that SMEs in Salatiga City are expected to improve their competitiveness and maintain sustainability business in the middle dynamics environment business .

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