



ANALYSIS OF THE COMPETITIVE STRATEGY OF PERCAYA DIRI TOFU FACTORY IN UTAN JAYA VILLAGE, CIPAYUNG DISTRICT, DEPOK CITY

STRATEGI BERSAING PABRIK TAHU PERCAYA DIRI DI DESA UTAN JAYA KECAMATAN CIPAYUNG DEPOK

Mujito^{1*}, Tika Kartika Asri², Eidelweijns Andririnjani Putri³

^{1*} Institut Teknologi dan Bisnis Dewantara, Email: ditojeeto911@gmail.com

² Institut Teknologi dan Bisnis Dewantara, Email: asrikartikatika@gmail.com

³ Institut Teknologi dan Bisnis Dewantara, Email: eidel.adri@gmail.com

*email koresponden: ditojeeto911@gmail.com

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Abstract

This study aims to analyze the internal and external business environment and determine the priority competitive strategy for the Percaya Diri Tofu Factory located in Utan Jaya Village, Cipayung District, Depok City. A descriptive qualitative approach was employed using SWOT analysis as the analytical tool. The findings reveal that the company's main strength is its strong customer relationships (score 0.51), while its primary weakness is the absence of a flagship product (score 0.42). The main opportunities include a broad market share and high customer loyalty (score 0.46), whereas the major threats are intense competition and fluctuating raw material prices (score 0.22). Based on the IFE, EFE, and SWOT analyses, the recommended strategy is business development to enhance the company's competitive advantage.

Keywords : Competitive Strategy, SWOT Analysis, Business Development, Tofu Factory.

Abstrak

Penelitian ini bertujuan untuk menganalisis kondisi lingkungan internal dan eksternal serta menentukan strategi bersaing yang menjadi prioritas bagi Pabrik Tahu Percaya Diri di Desa Utan Jaya, Kecamatan Cipayung, Kota Depok. Penelitian menggunakan metode deskriptif kualitatif dengan analisis SWOT sebagai alat analisis. Hasil penelitian menunjukkan bahwa kekuatan utama perusahaan adalah hubungan yang baik dengan pelanggan (skor 0,51), sedangkan kelemahan utamanya adalah belum adanya produk unggulan (skor 0,42). Peluang terbesar berasal dari luasnya pangsa pasar dan tingginya loyalitas konsumen (skor 0,46), sementara ancaman utama adalah banyaknya kompetitor dan fluktuasi harga bahan baku (skor 0,22). Berdasarkan hasil analisis matriks IFE, EFE, dan SWOT, strategi yang direkomendasikan adalah strategi pengembangan usaha untuk meningkatkan daya saing perusahaan.

Kata Kunci : Strategi Bersaing, Analisis SWOT, Pengembangan Usaha, Pabrik Tahu.



1. INTRODUCTION

Business is one of the most important economic activities that contributes to meeting society's needs while promoting economic growth. Along with rapid economic and technological development, the business environment has become increasingly competitive as a wide variety of products and services are offered to consumers. This situation requires every business organization to develop effective competitive strategies in order to sustain its operations and maintain its market position. One of the key determinants of business success is the ability to formulate appropriate competitive strategies that are aligned with changes in the internal and external business environment.

Competitive strategy refers to a company's efforts to create and sustain a competitive advantage by utilizing its available resources and capabilities to outperform competitors. Companies are expected not only to produce high-quality products but also to understand customer needs and preferences, identify appropriate target markets, and develop strategies that provide superior value to customers. Consequently, analyzing both the internal and external business environment is essential for formulating strategies that enhance organizational competitiveness and long-term performance.

The increasingly dynamic business environment requires companies to continuously adapt to technological advancements, changing consumer behavior, economic conditions, and growing market competition. Organizations that fail to respond effectively to these changes may experience declining market share and reduced business performance. Conversely, companies capable of identifying market opportunities while anticipating potential threats are more likely to achieve sustainable growth and strengthen their competitive position.

One of the industries facing these competitive challenges is the tofu processing industry, including the Percaya Diri Tofu Factory, located in Utan Jaya Village, Cipayung District, Depok City. As a food manufacturing enterprise, the company must consistently maintain product quality, build strong customer relationships, and continuously improve its business strategies to remain competitive. Currently, the company produces approximately 400–500 kilograms of tofu per day, serves around 39 regular customers throughout the Depok area, and employs 10 workers. The business generates an average daily revenue of approximately IDR 7 million, with a net profit of around IDR 5 million. Despite its relatively stable business performance, the company continues to face several challenges, including increasing market competition, fluctuating raw material prices, and changing customer preferences that require continuous product innovation and service improvement.

To address these challenges, the company requires a comprehensive business development strategy based on a thorough assessment of its internal and external environments. One of the most widely used strategic management tools for this purpose is the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. SWOT analysis enables organizations to identify their internal strengths and weaknesses while simultaneously evaluating external opportunities and threats. The results of this analysis provide a strategic foundation for developing competitive strategies that are effective, efficient, and sustainable.

Based on the above background, it can be concluded that developing an appropriate competitive strategy is essential for ensuring the sustainability and future growth of the Percaya Diri Tofu Factory. Therefore, this study focuses on analyzing the company's competitive strategy using the SWOT analysis approach. Specifically, the study aims to identify the company's internal strengths and weaknesses as well as the external opportunities and threats that influence its business performance. Furthermore, the study seeks to determine the priority competitive strategies that can support business development and improve the company's competitive advantage in an increasingly dynamic market environment.

2. RESEARCH METHOD

This study employed a qualitative descriptive approach to analyze the competitive strategy of the Percaya Diri Tofu Factory located in Utan Jaya Village, Cipayung District, Depok City. Data were collected through in-depth interviews with key informants who possess comprehensive knowledge of



the company's operations and strategic management, supported by direct observation and documentation to ensure data validity and completeness. The data analysis was conducted in several stages, beginning with the identification of the company's internal and external environmental factors. These factors were subsequently evaluated using the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. Finally, the results of both matrices were integrated into the SWOT analysis to formulate the most appropriate competitive strategies for supporting the company's business development and enhancing its long-term competitive advantage.

3. RESULT AND DISCUSSION

Data Collection and Identification of Internal and External Factors

The results of the analysis are presented concisely and systematically to provide a comprehensive understanding of the company's strategic position. In this study, the data collection stage employed the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix as the primary analytical tools. These matrices were used to identify and evaluate the strategic factors affecting the business performance of the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City.

The identification of internal and external factors was conducted to determine the company's strengths, weaknesses, opportunities, and threats. Information regarding the company's internal and external conditions was obtained through direct observations and in-depth interviews with management representatives who possess comprehensive knowledge of the company's operations and strategic development. The internal environmental analysis focused on identifying the company's strengths and weaknesses that influence its competitiveness and business performance, while the external environmental analysis examined the opportunities and threats arising from the business environment that may affect the company's future growth and sustainability.

Identification of Internal Environmental Factors

The identification of the internal environment of the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City revealed several strategic strengths and weaknesses that influence the company's competitiveness. The identified strengths include the company's ability to fulfill customized customer requests, maintain strong relationships with customers, utilize higher-quality raw materials than its competitors, and secure easy access to raw material supplies. These strengths provide the company with a competitive advantage in maintaining customer satisfaction and supporting business sustainability.

On the other hand, several weaknesses were also identified. These include inconsistent product quality, relatively less competitive pricing, the absence of a flagship product, conventional marketing practices, limited human resource development, inadequate access to information regarding market issues and emerging trends, and outdated production technology requiring modernization. These weaknesses may reduce the company's competitiveness if they are not addressed through continuous improvement and strategic business development.

Identification of External Environmental Factors

The external environmental analysis identified several opportunities and threats that may influence the future development of the Percaya Diri Tofu Factory. The major opportunities include the existence of a broad market potential, opportunities for product diversification, adequate production capacity, strong customer loyalty, and government policies that support the development of Micro, Small, and Medium Enterprises (MSMEs). These external factors provide favorable conditions for expanding the company's market presence and strengthening its competitive position.

Conversely, the company also faces several significant threats, including the increasing number of competitors, rapid technological advancements, uncertainty in the availability of raw materials, dynamic changes in market demand, employee turnover, and former employees establishing competing businesses. These external challenges require the company to continuously adapt its



business strategies, improve operational efficiency, and strengthen its competitive capabilities in order to achieve sustainable business growth.

Internal Factor Evaluation (IFE) Matrix Results

The Internal Factor Evaluation (IFE) Matrix was developed by identifying the internal strategic factors of the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City. This process identified the company's key strengths and weaknesses that influence its business performance and competitiveness. The identification of these internal factors was conducted through field observations and in-depth interviews with selected key informants who possess the knowledge and expertise required to evaluate the company's strategic condition. Each internal factor was assigned a weight according to its relative importance, while the respondents also provided ratings to determine the significance of each strength and weakness. The weighted scores were then calculated to produce the Internal Factor Evaluation (IFE) Matrix, which provides an overall assessment of the company's internal strategic position. The results of the IFE analysis are presented in Table 4.1.

Table 1. Internal Factor Evaluation (IFE) Matrix Results

No.	Internal Factors	Total Responses from Respondents	Weight	Rating	Weighted Score
Strengths					
1	Ability to fulfill customized customer requests	19	0.11	3.17	0.35
2	Strong customer relationships	23	0.13	3.83	0.51
3	Higher-quality raw materials compared to competitors	20	0.11	3.33	0.38
4	Easy access to raw materials	17	0.10	2.83	0.28
	Total Strength Score	79	0.45		1.51
Weaknesses					
1	Inconsistent product quality	12	0.07	2.00	0.14
2	Less competitive pricing	11	0.06	1.83	0.12
3	Lack of a flagship product	21	0.12	3.50	0.42
4	Conventional marketing practices	11	0.06	1.83	0.12
5	Limited human resource development	12	0.07	2.00	0.14
6	Limited awareness of market issues and trends	17	0.10	2.83	0.28
7	Outdated technology requiring modernization	11	0.06	1.83	0.12
	Total Weakness Score	95	0.55		1.32
	Total Internal Factor Score	174	1.00		2.84

Source: Processed Data, 2026.

Internal Factor Evaluation (IFE) Matrix Results

Based on the results of the Internal Factor Evaluation (IFE) Matrix analysis, the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City demonstrates several strategic internal strengths and weaknesses that influence its business performance. The company's primary strength is its strong customer relationships, which achieved the highest weighted score of 0.51, indicating that customer trust and loyalty constitute a significant competitive advantage. In contrast, the most critical internal weakness is the absence of a flagship product, which received a weighted score of 0.42, limiting the company's ability to differentiate its products from those of competitors. Overall, the company obtained a total IFE score of 2.84, indicating that its internal condition is at an



average level. This suggests that while the company possesses adequate internal capabilities, improvements are still necessary to strengthen its competitive position and support future business development

External Factor Evaluation (EFE) Matrix Results

The External Factor Evaluation (EFE) Matrix was developed by identifying the external opportunities and threats affecting the business development of the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City. The identification process was conducted through field observations and in-depth interviews with key informants who possess sufficient knowledge and experience regarding the company's strategic management. Each external factor was then assigned a weight and rating according to its relative importance and impact on the business. The weighting and rating process produced the weighted scores used in the EFE matrix, providing a comprehensive assessment of the company's external environment. These results serve as the basis for determining appropriate strategic alternatives that enable the company to capitalize on available opportunities while effectively addressing potential threats in an increasingly competitive business environment.

Table 2. External Factor Evaluation (EFE) Matrix Results

No.	External Factors	Total Respondent Score	Weight	Rating	Weighted Score
Opportunities					
1	Broad market share potential	23	0.12	3.83	0.46
2	Opportunities for product diversification	22	0.11	3.67	0.42
3	Adequate production capacity	20	0.10	3.33	0.35
4	Strong customer loyalty	23	0.12	3.83	0.46
5	Government policies supporting Micro, Small, and Medium Enterprises (MSMEs)	20	0.10	3.33	0.35
Total Opportunity Score		108	0.56		2.03
Threats					
1	Intense competition	16	0.08	2.67	0.22
2	Rapid technological advancements	12	0.06	2.00	0.13
3	Fluctuating raw material prices	16	0.08	2.67	0.22
4	Dynamic market demand	14	0.07	2.33	0.17
5	Employee turnover	15	0.08	2.50	0.20
6	Former employees becoming competitors	11	0.06	1.83	0.11
Total Threat Score		84	0.44		1.04
Total External Factor Score		192	1.00		3.07

Source: Processed Data, 2026.

SWOT Matrix Analysis Results

The SWOT matrix provides a systematic framework for identifying strategic alternatives that can support the business development of the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City. The formulation of these strategies is based on the integration of the company's internal and external factors identified through the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The SWOT analysis generates four strategic alternatives, namely SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats) strategies.

The SO (Strengths–Opportunities) strategy focuses on leveraging the company's internal strengths to maximize external opportunities. This strategy aims to utilize competitive advantages,



such as strong customer relationships and high-quality raw materials, to capture broader market opportunities and support business growth.

The WO (Weaknesses–Opportunities) strategy emphasizes minimizing internal weaknesses while taking advantage of available opportunities. Through this strategy, the company is encouraged to improve product quality, enhance technology, strengthen marketing capabilities, and develop new products in order to increase its competitiveness in the expanding market.

The ST (Strengths–Threats) strategy is designed to use the company's strengths to reduce the impact of external threats. By maintaining product quality, strengthening customer relationships, and ensuring the availability of raw materials, the company can better respond to increasing competition, rapid technological changes, and fluctuating market demand.

The WT (Weaknesses–Threats) strategy aims to minimize internal weaknesses while avoiding or reducing external threats. This strategy focuses on improving production technology, developing flagship products, modernizing marketing practices, and enhancing access to market information so that the company can maintain its competitiveness and achieve sustainable business development in an increasingly dynamic business environment.

time	Strengths (S)	Weaknesses (W)
	S1. Ability to fulfill customized customer requests.	W1. Inconsistent product quality.
	S2. Strong customer relationships.	W2. Less competitive pricing.
	S3. Higher-quality raw materials than competitors.	W3. Lack of a flagship product.
	S4. Easy access to raw materials.	W4. Conventional marketing practices.
		W5. Limited human resource development.
		W6. Limited awareness of market issues and trends.
		W7. Outdated technology requiring modernization.
Opportunities (O)	SO Strategies	WO Strategies
O1. Broad market share potential.	<i>Using strengths to capitalize on opportunities</i>	<i>Overcoming weaknesses by taking advantage of opportunities</i>
O2. Opportunities for product diversification.		
O3. Adequate production capacity.	1. (S1, O2)	1. (W1, O1)
O4. Strong customer loyalty.	2. (S2, O4)	2. (W2, O2)
O5. Government policies supporting Micro, Small, and Medium Enterprises (MSMEs).	3. (S3, O1)	3. (W6, O4)
	4. (S4, O5)	4. (W7, O3)
Threats (T)	ST Strategies	WT Strategies
T1. Intense competition.	<i>Using strengths to overcome threats</i>	<i>Minimizing weaknesses and avoiding threats</i>
T2. Rapid technological advancements.	1. (S1, T2)	1. (W4, T4)
T3. Uncertain raw material availability.	2. (S2, T6)	2. (W6, T3)
T4. Dynamic market demand.	3. (S3, T1)	3. (W3, T1)
T5. Employee turnover.	4. (S4, T4)	4. (W7, T2)
T6. Former employees becoming competitors.		

Source: Processed Data, 2026.

Figure 2. SWOT Matrix Analysis Results

SO (Strengths–Opportunities) Strategy

The SO (Strengths–Opportunities) strategy focuses on leveraging the company's internal strengths to maximize external opportunities. The Percaya Diri Tofu Factory can capitalize on its ability to fulfill customized customer requests by developing new product variations that meet market demands. Strong customer relationships should be maintained to strengthen customer loyalty, while the use of high-quality raw materials can enhance product competitiveness and expand market share. In addition, the easy availability of raw materials enables the company to optimize its production



capacity and take advantage of government support programs for Micro, Small, and Medium Enterprises (MSMEs), thereby promoting sustainable business growth.

WO (Weaknesses–Opportunities) Strategy

The WO (Weaknesses–Opportunities) strategy aims to reduce internal weaknesses while taking advantage of available market opportunities. The company should improve product quality consistency to better meet the needs of a broad market. Pricing strategies should be reviewed to enhance competitiveness while supporting product diversification. Furthermore, strengthening market intelligence by monitoring industry trends and consumer preferences can help maintain customer loyalty. Modernizing production technology is also essential to improve operational efficiency and fully utilize the company's existing production capacity.

ST (Strengths–Threats) Strategy

The ST (Strengths–Threats) strategy utilizes the company's strengths to minimize the impact of external threats. The company's capability to fulfill customized customer requests can help it adapt to rapid technological changes and evolving consumer preferences. Maintaining strong customer relationships is essential for preserving customer loyalty despite increasing competition, including competition from former employees who establish similar businesses. In addition, superior raw material quality provides a competitive advantage over rival producers, while the reliable availability of raw materials allows the company to respond effectively to dynamic market demand and maintain stable production.

WT (Weaknesses–Threats) Strategy

The WT (Weaknesses–Threats) strategy is designed to minimize internal weaknesses while avoiding external threats. The company should modernize its marketing approach by adopting digital marketing strategies to respond to changing consumer behavior and dynamic market conditions. Improving access to market information and monitoring raw material availability will help the company anticipate supply disruptions and price fluctuations. Developing flagship products is also important to differentiate the company from competitors and strengthen its market position. Finally, upgrading production technology will improve operational efficiency, product quality, and the company's ability to adapt to rapid technological advancements in the industry.

4. CONCLUSION

Based on the findings of this study, it can be concluded that the Percaya Diri Tofu Factory in Utan Jaya Village, Cipayung District, Depok City possesses both strategic strengths and weaknesses that influence its business competitiveness. The primary internal strength is the company's strong relationship with its customers, which achieved the highest weighted score of 0.51, indicating that customer trust and loyalty have become valuable competitive advantages. Conversely, the main internal weakness is the absence of a flagship product, with a weighted score of 0.42, limiting the company's ability to differentiate itself from competitors. From the external perspective, the most significant opportunities are the broad market potential and strong customer loyalty, each receiving a weighted score of 0.46, while the major threats include the increasing number of competitors and fluctuating raw material prices, both with a weighted score of 0.22. Based on the results of the IFE and EFE matrices and the SWOT analysis, the most appropriate strategic alternative for the company is a business development strategy, which focuses on leveraging its strengths, overcoming weaknesses, capitalizing on market opportunities, and minimizing external threats to enhance long-term business competitiveness.

Based on the conclusions of this study, several recommendations can be proposed to support the business development of the Percaya Diri Tofu Factory. The company should consistently maintain high product quality through strict quality control to ensure customer satisfaction and encourage repeat purchases. Product innovation should also be prioritized by developing new tofu variants that better meet changing consumer preferences and strengthen the company's competitive position. Furthermore, the company is encouraged to adopt more effective marketing strategies by utilizing



digital marketing platforms and social media to increase brand awareness and expand its market reach. Maintaining strong relationships with both customers and raw material suppliers is equally important to ensure a stable supply chain and consistent product quality. Finally, establishing strategic partnerships with restaurants, grocery stores, and other local businesses is recommended to broaden distribution channels, increase sales, and create sustainable business growth through mutually beneficial collaborations.

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