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Improving Marketing Efficiency through the Implementation of Marketing Mix Strategy for Tofu Agro-Industry in Mataram City

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ABSTRACT: As a concerted endeavor to augment the efficacy of tofu product marketing in Mataram City, the implementation of a comprehensive marketing mix strategy, commonly referred to as the 4P framework (product, price, place, promotion), is indispensable. The objectives of this study are to examine the costs, profits, and profit margins of tofu agro-industry enterprises; to analyze the interrelationship among each element of the 4P framework with producer share; and to assess the application of marketing mix strategies in enhancing the efficiency of tofu agro-industry marketing in Mataram City. This research employs a descriptive methodology, with data collected through survey techniques. The unit of analysis for this study comprises tofu agro-industry businesses located in Mataram City. The research sites include Kekalik Jaya Village in Sekarbela District and Abiantubuh Baru Village in Sandubaya District. The number of respondents was determined using the "Slovin" formula, resulting in a sample size of 37 participants. Data analysis was conducted employing descriptive statistics and Spearman Rank nonparametric statistics. The findings revealed that the average production cost was IDR 1,117,695 per production period (PP), the average profit amounted to IDR 641,426 per PP, with an operating profit margin of 57.4% and a net profit margin (NPM) of 36.5%. There exist two marketing channels for tofu products, both of which meet the criteria for efficiency; furthermore, the implementation of marketing mix strategies demonstrates a significant correlation with the enhancement of marketing efficiency, as the marketing mix, treated as a composite variable, exhibits a robust and significant positive relationship.

KEYWORDS: marketing efficiency, marketing mix, tofu agroindustry..

I. INTRODUCTION

Indonesia's agricultural sector possesses immense potential, presenting opportunities for the development of a diverse array of food crops, plantations, and forestry commodities. Among these, soybeans stand out as one of the most extensively cultivated food crops, serving as vital raw materials for the agro-industry. Soybeans are indispensable to national food security, functioning as a primary source of vegetable protein and being processed into a variety of products, including tofu, tempeh, and soy sauce. Notably, tofu is a highly coveted commodity that significantly contributes to industrial advancement and job creation. Despite this considerable potential, national soybean production has witnessed a marked decline, plummeting from 424,189 tons in 2019 to 346,821 tons in 2023, reflecting an average decrease of 3.65% per annum (BPS, 2023). This downturn has engendered a reliance on imports, which now account for 80% of total national demand. However, West Nusa Tenggara (NTB) Province exhibits promising prospects, having achieved a remarkable 106.02% increase in soybean production in 2023, reaching 20,011.1 tons, propelled by favorable agro-climatic conditions and proactive initiatives from the local government.

Mataram City, as the regional economic hub of West Nusa Tenggara, is home to 181 soybean agro-industry units, with approximately 50% of these units dedicated to tofu production. The tofu industry is predominantly concentrated in four strategic sub-districts: Abian Tubuh Baru (40 units), Kekalik Jaya (130 units), North Ampenan (6 units), and East Pagutan (5 units). Mataram's status as a center of governance, commerce, and education has fostered a robust demand for tofu products, particularly with the implementation of a free lunch program for elementary school students, which is anticipated to stimulate increased consumption.The intensifying competition within the tofu industry compels business entities to devise effective management strategies to sustain sales growth. Marketing efficiency emerges as a critical component in bolstering competitiveness, achievable through cost reduction, distribution optimization, competitive pricing, and effective marketing communications. The application of the marketing mix utilizing the 4P approach (Product, Price, Place, Promotion) constitutes an essential strategy for comprehending and influencing consumer behavior.The unresolved challenges encompass

The limitations placed on product innovation and the dependence on traditional production methodologies. The diversity of products available has yet to evolve. In terms of product form, flavor, and aesthetic appeal, this stagnation impedes the evolution of consumer preferences and constrains market segmentation. Consequently, there is an urgent need to enhance marketing efficacy through the adoption of a comprehensive marketing mix strategy for tofu products, thereby offering sustainable solutions for the advancement of the tofu agro-industry and augmenting its competitiveness.The objectives of this research are threefold: to conduct a thorough analysis of the cost structure, profitability, and profit margins; to examine the marketing patterns and efficacy of tofu products; and to evaluate the implementation of marketing mix strategies aimed at bolstering the marketing efficiency of the tofu agro-industry in Mataram City.

II. RESEARCH METHODS

Research Approach : In the execution of this research, a descriptive methodology was employed, specifically an approach aimed at elucidating the characteristics of the phenomena or variables under investigation [10], without the intention of formulating overarching conclusions. Data collection was conducted through survey techniques. The unit of analysis was the household-scale tofu agro-industry enterprise. The research locale was determined utilizing a purposive sampling technique, focusing on Sandubaya District and Sekarbela District. From each district, one village was selected: Abiantubuh Baru Village and Kekalik Jaya Village. The number of respondents was ascertained using the "Slovin" formula, culminating in a total of 37 respondents. The data types encompassed both quantitative and qualitative data, while the data sources comprised primary and secondary data. The analysis of the data was conducted through descriptive statistics and non-parametric statistics. The data analysis encompassed financial assessments, marketing margins, producer shares, and Spearman Rank correlation.

Profit analysis and profit level

2.1 Profit analysis

Business profit (π) is the result of subtracting total revenue (TR) from total costs (TC) [11]. Profits can be calculated using the following formula:

$$\pi = TR - TC$$

2.2 Profit Level Analysis

1) Return on Assets (ROA)
   Return on Assets (ROA) is a measure of a company's efficiency in generating profits relative to its total assets [12]. The formula used is:

$$ROA = \frac{Net\ Profit}{Total\ Asset} \times 100\%$$

2) Net Profit Margin (NPM)
   Net Profit Margin (NPM) is the ratio of net profit after tax to total sales. NPM shows the percentage of profit to total sales value [13]. The NPM formula is:

$$NPM = \frac{Profit\ after\ Tax}{Total\ Sales\ Value} \times 100\%$$

2.3 Marketing Efficiency

2.3.1 Marketing Margin

Marketing margin is the difference between the price paid by consumers and the price received by farmers, which can be systematically formulated as follows [14], [15]:

$$M = Pr - Pf$$

Information:

M: Margin
Pr: Consumer purchase price (IDR)
Pf : Producer selling price (IDR)

2.3.2 Share Producer

Producer share reflects the proportion of consumer prices received by producers and is expressed as a percentage [16]. Mathematically, producer share can be formulated as follows:

$$Fs = \frac{Pf}{Pr} \times 100\%$$

Information:

Fs: Percentage of price received by producer (IDR /Piece)

Pf: Price at producer level (IDR/Piece)
Pr: Price of tofu at trader level (IDR/Piece)

Decision criteria:
If Fs ≥ 60 % maka pemasaran adil
If Fs < 60% then marketing is unfair

2.3.3 Spearman Rank Correlation Analysis

According to Sugiyono (2002), "Spearman rank correlation is used to find or test the significance of associative hypotheses when each of the variables connected is ordinal, and the data sources between the variables do not have to be the same." The following is the correlation analysis formula:

$$rs = 1 - \frac{6 \sum_{i=1}^{k} b_i^2}{n\,(n^2 - 1)}$$

Information:
rs: Spearman's Rank Correlation Coefficient
b_i: Difference in ranking of variable data
n: Number of sampling units

The results of the calculation are then viewed for their strength, using the following correlation coefficient interpretation guidelines [18]:

Table 1. Guidelines for Interpretation of Spearman's Rank Correlation Coefficient

Category	Level of Closeness
0.000 < 0.200	Very Low
0.200 < 0.400	Low
0.400 < 0.600	Currently
0.600 < 0.800	Strong
0,800 – 1,000	Very strong

III. RESULTS AND DISCUSSION

Cost Analysis of Tofu Agroindustry

3.1.1 Production Costs : Production costs encompass all expenditures incurred by entrepreneurs in the production of tofu. These costs comprise the aggregate of variable and fixed expenses. The average production cost within the tofu agro-industry is IDR 1,091,091 per unit, translating to IDR 26,186,184 on a monthly basis. A detailed breakdown of production costs is presented in Table 2.

Table 2. Production Costs in the Tofu Agroindustry per Production Process (PP)

No	Description	Average Production Cost		%
		IDR/PP	PP/Month	
1.	Fixed Costs	13,341	320,184	1
2.	Variable Costs	1,077,750	25,866,000	99
Total Cost (IDR)		**1,091,091**	**26,186,184**	**100**

Variable Costs

Table 3. Variable Costs in the Tofu Agroindustry per Production Process (PP) in Mataram City in 2025

No	Description	Unit	Amount	Average Variable Cost	
				IDR/PP	PP/Month
1.	Raw Materials (Soybeans)	kg	67	804,000	19,296,000
2.	Auxiliary Materials				
	a. Nigari	liter	1	18,000	432,000
	b. Salt	gr	10	250	6,000
	c. Corn Cobs/Peanut Husks	kg	60	60,000	1,440,000
	Total Production Cost (a+b+c)			78,250	1,878,000

No	Description	Unit	Amount	Average Variable Cost	
				IDR/PP	PP/Month
	Subtotal (1+2)			882,250	21,174,000
3.	Marketing Costs				
	a. Transportation	liter	1	10,000	240,000
	b. Plastic	wrap	0.5	12,500	300,000
	Subtotal (a+b)			22,500	540,000
4.	Labor costs	HOK	2.14	173,000	4,152,000
Total Variable Costs				1,077,750	25,866,000

Based on Table 3, the average variable costs incurred by tofu producers amount to IDR 1,077,750 per round trip, translating to IDR 25,866,000 on a monthly basis. These variable costs encompass raw materials, auxiliary materials, direct labor, and other expenses associated with production volume.

3.1.2 Fixed Costs : The fixed costs of the tofu agroindustry in this study consist of equipment depreciation costs, building tax costs, electricity and water costs, the details of which can be seen in Table 4.

Table 4. Total Fixed Costs in the Tofu Agroindustry per Production Process (PP)

No	Description	Average Fixed Cost	
		IDR/PP	PP/Month
1.	Equipment Depreciation Cost	6,153	147,672
2.	Building Tax Fee	130	3,120
3.	Electricity cost	923	22,152
4.	Water Costs	6.135	147,240
Total Fixed Costs		**13,341**	**320,184**

3.2 Revenue and profit : The revenue and profit of the tofu agro-industry in Mataram City in 2025 are presented in Table 5 as follows:

Table 5. Average Revenue and Profit in the Tofu Agroindustry per Production Process (PP)

No	**Description**	**Tofu (Cut)/PP**	**PP/Month**
1.	Production (Cut)	1,675	40,200
2.	Price (IDR/Piece)	1,000	1,000
3.	Production Value (IDR)	1,675,000	40,200,000
4.	Tofu Dregs (16 kg x IDR 5,000)	80,000	1,920,000
5.	Revenue (3 + 4)	1,755,000	42,120,000
6.	Production cost	1,091,091	26,186,184
7.	Profit (5 – 6)	663,909	15,933,816
	B/C	0.61	0.61

The average amount of tofu production is 1,675 pieces/PP or 40,200 pieces/month. If the selling price is IDR 1,000/piece, the production value is IDR 1,675,000/PP or IDR 40,200,000/month. Other by-products in the form of tofu dregs are 16 kg/PP or 384 kg/month, the price is IDR 5,000/kg, the production value is IDR 80,000/PP or IDR 1,920,000/month. The total production value is IDR 1,755,000/PP or IDR 42,120,000/month. The production value derived from tofu and tofu dregs after deducting production costs of IDR 1,091,091/PP or IDR 26,186,184/month yields a profit of IDR 663,909/PP or IDR 15,933,816/month. The B/C value of 0.61 indicates that every IDR 1 spent on production costs results in an additional profit of IDR 0.61. Thus, the tofu agroindustry in Mataram City is feasible to be developed because the B/C value ≥is 0.

3.3 Profit level : Profitability analysis is a method used to assess a business's ability to generate profits [19], [20]. This study analyzes the profitability of the tofu agro-industry using two main indicators: Return on Assets (ROA) and Net Profit Margin (NPM).

1. **Return on Assets (ROA) :** The ROA value is obtained by comparing the net profit of IDR 663,909/PP or IDR 15,933,816 /month, with total assets of IDR 1,091,091/PP or IDR 26,186,184/month, resulting in a ROA of 60.8%. The calculation is as follows:

$$ROA = \frac{Rp\ 663.909}{Rp\ 1.091.091} \times 100\% = 60{,}8\%$$

This high ROA indicates a very efficient use of assets in generating profits, which shows that every rupiah of invested assets generates a net profit of IDR 60.8/PP.

2. Net Profit Margin (NPM) : The NPM value is obtained by comparing the net profit of IDR 663,909/PP or IDR 15,933,816 /month, with total sales of IDR 1,755,000/PP or IDR 42,120,000/month, then the NPM value is 37.8%. The calculation is as follows:

$$NPM = \frac{Rp\ 663.909}{Rp\ 1.755.000} \times 100\% = 37{,}8\%$$

This value means that for every IDR 1 sold, the company generates a net profit of IDR 37.8. A high NPM indicates that the tofu agro-industry demonstrates effective cost management, thus maintaining a profitable profit margin.

3.4 Marketing Patterns and Efficiency

3.4.1 Marketing Patterns : There are 2 (two) marketing channels for the tofu agroindustry in Mataram City, namely: (1) Channel I (Producer - Consumer); (2) Channel II (Producer - Retailer - Consumer). Details of marketing channels I and II for the tofu agroindustry in Mataram City are presented in Figure 1:

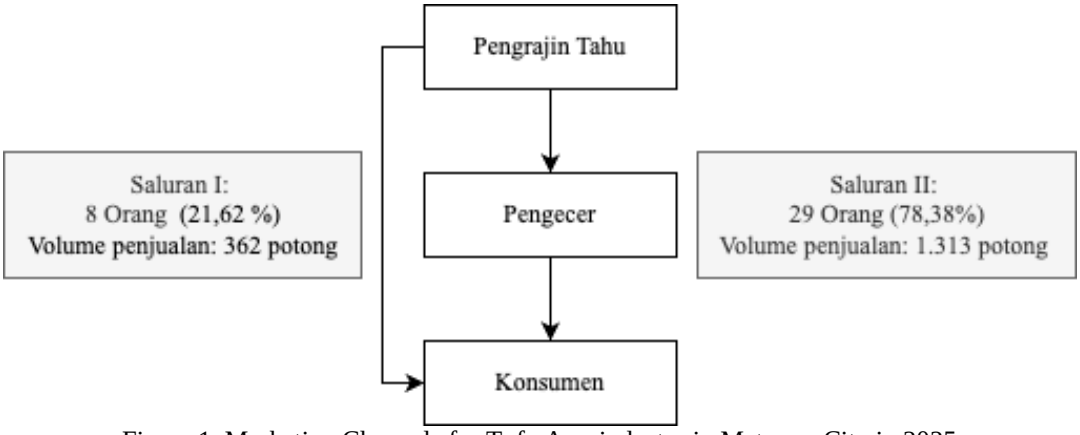

Figure 1. Marketing Channels for Tofu Agroindustry in Mataram City in 2025

1. **Marketing Channel I :** Figure 1 shows that there are 8 respondents (21.62%) who sell tofu directly to end consumers, with a sales volume of 362 pieces at a price of IDR 1,000/piece. Channel I is the shortest and simplest marketing channel, where tofu producers have full control over the promotion of their products and can achieve higher profit margins because there is no profit sharing with intermediaries.

2. **Marketing Channel II :** Figure 1 shows that 29 respondents (78.38%) sold tofu to retailers, with a sales volume of 1,313 pieces at a price of IDR 625 per piece, with a consumer price of IDR 1,000. Marketing channel II shows a longer distribution pattern, with a level one marketing channel. Retailers play a role in distributing tofu products to more dispersed locations and can reach consumers who do not have direct access to tofu craftsmen.

3.4.2 Marketing Efficiency : Marketing efficiency measures the effectiveness of a marketing strategy in distributing products at the lowest cost while ensuring fair returns for all parties involved. Marketing efficiency indicators include marketing margin and producer share. The average marketing margin and producer share are shown in Table 6 below:

Table 6. Average Marketing Margin and Share Producers

No.	Market Players	Channel Marketing I	Channel Marketing II
1.	Tofu Craftsman Selling Price (IDR/Piece)	1,000	625
2.	Retailer Purchase Price (IDR/Piece)	-	625

No.	Market Players	Channel Marketing I	Channel Marketing II
	Selling Price (IDR/Piece)	-	1,000
	Marketing Cost (IDR/Piece)	-	132
	Marketing profit (IDR/Piece)	-	243
	Marketing Margin (IDR/Piece)	-	375
3.	End Consumer (IDR/Piece)	1,000	1,000
	Producer Share (%)	100	62.5
	Criteria	Efficient	Efficient

Table 6 shows that the tofu product marketing channel, marketing channel I, has a margin value of IDR 0/piece. This is because the craftsman sells the tofu directly to the end consumer. Furthermore, the marketing margin in channel II is IDR 375/piece. The producer's share in channels I and II is 100% and 62.5%, respectively. Therefore, channels I and II are considered fair, because the percentage of the price at the producer level is the compensation received by the producer by more than 60%. This means that marketing channels I and II are able to provide fair payments to marketing business actors.

3.5 Implementation of Marketing Mix Strategy to Increase Marketing Efficiency : The results of the Spearman rank correlation study indicate a substantial relationship between the implementation of marketing mix methods and tofu marketing efficiency. The Spearman rank correlation coefficient can be seen in Table 7.

Table 7. Spearman Rank Correlation Analysis on the Implementation of Marketing Mix Strategy in Increasing Tofu Marketing Efficiency

Marketing Mix Variables	**Correlation Coefficient (rs)**	**Significance (p-value)**	**The Power of Relationships**	**Interpretation**
Product (X1)	0.814	0,000	Very strong	Significant
Price (X2)	0.821	0,000	Very strong	Significant
Place (X3)	0.823	0,000	Very strong	Significant
Promotion (X4)	-0.205	0,000	Low	Significant
Marketing Mix (X)	0.805	0,000	Very strong	Significant

Table 7 shows that the results of the Spearman Rank correlation analysis indicate that three X variables, namely the marketing mix, have a strong and significant positive relationship with the Y variable, namely producer share, namely product (rs = 0.814; p = 0.000), price (rs = 0.821; p = 0.000), and place (rs = 0.823; p = 0.000). In contrast, the promotion variable shows a significant negative correlation (rs = -0.205; p = 0.011), indicating that the promotional strategy implemented is not yet effective and is actually negatively correlated. Overall, the marketing mix shows a strong positive correlation (rs = 0.805; p = 0.000), but this value is lower than the individual product and place variables due to the negative contribution of the promotion variable. This finding indicates that although product, price, and distribution strategies have been effective, evaluation and formulation of promotional strategies are needed to optimize the overall performance of the marketing mix.

IV. CONCLUSION AND SUGGESTIONS

Based on the results and discussion, it can be concluded that: the average production cost in the tofu agroindustry is IDR 1,091,091/PP or IDR 26,186,184/month. The average profit is IDR 663,909/PP or IDR 15,933,816/month. The operating profit level shows good performance with ROA of 60.8% and NPM of 37.8%, indicating that the tofu agroindustry in Mataram City has a very high profit level and efficiency in the use of assets and capital. There are two marketing channels for tofu products, namely channel I (Producer - Consumer) and channel II (Producer - Retailer - Consumer). Marketing Channels 1 and 2 are classified as efficient marketing because the marketing margin is less than 40%, while the producer's share is greater than 60%; the implementation of a marketing-mix strategy consisting of product, price, place, and promotion elements has a strong relationship with marketing efficiency indicators. The product, price, and place components showed a strong and significant positive correlation (rs > 0.81; p = 0.000). Overall, the marketing mix as a composite variable still showed a strong and significant positive relationship (rs = 0.805; p = 0.000), confirming the importance of implementing an integrated marketing strategy with optimization of the promotional component to increase the effectiveness of the overall marketing program.

Building an efficient supply chain management system to minimize costs and improve product quality sustainably; establishing strategic partnerships between industry players in an effort to optimize the value chain, minimize transaction costs, and increase the competitiveness of the tofu agro-industry; and creating innovative tofu products by utilizing local soybeans and the distinctive flavors of Lombok to improve product positioning and increase added value.

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