

## Feasibility Analysis of Sumedang Tofu MSMEs Business with Its Development Strategy

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### ABSTRACT

This research concerns the development strategy and business feasibility analysis using a value engineering approach. MSMEs Sumedang Tofu is a small industry that processes and markets Sumedang Tofu to the public. The problem that occurs in the sumedang tofu production is environmental conditions that are poorly maintained, and the results of tofu sales fluctuate. Therefore, it is necessary to do a business feasibility analysis to find out whether the Crispy Sumedang Tofu UKM is feasible or not to operate. After identifying the business feasibility analysis aspects, the next step is to determine the right development strategy using a value engineering approach. Value engineering aims to achieve the best value by defining the functions needed to complete the target value and to innovate, improve, and minimize production costs while maintaining the quality and usability of the products produced by considering consumer needs. The development that will be carried out is sumedang crispy tofu packaging. Value engineering has several stages, including information, functional analysis, creative, analysis and evaluation, and recommendations. The Net Present Value (NPV) shows cash flow for three years with a bank interest of 10%, and the resulting NPV is positive. The Internal Rate of Return (IRR) shows that the total value of IRR is 46%, and UKM Sumedang Crispy Tahu is said to be feasible. This is because the IRR value exceeds the loan interest (10%), 46%. and the Payback Period (PP). This MSMEs is feasible to continue because the business capital invested is IDR 143,202,000 and will be fully recoverable within one year and 11 months.

**Keywords:** Business Feasibility, Net Present Value, Internal Rate of Return, Payback Period

### INTRODUCTION

The resource capabilities of that country usually influence the development of a nation. These development factors could be from the agricultural and industrial sectors (R. Dewi et al., 2022). These two interrelated sectors: the agricultural industry provides raw materials, while the industrial sector processes agricultural products to obtain added value (Ichsan et al., 2019).

One of the agricultural sectors that is often found in Indonesia is processed soybeans. Indonesia is one country that processes and consumes soybeans (Sudiartini et al., 2020) (Bocken et al., 2022). This sector can help improve the community's economy through product innovation (Thaliya & Amrina, 2023). One alternative product that can be improved is tofu products made from soybeans. Garut Regency is one of the soybean producers. The annual harvest is 270 tons per year. However, there are few processed soybean traders in the Garut Regency; one processed tofu traded is sumedang tofu (Wulandari et al., 2023).

MSMEs Tofu Sumedang X is one of the processors of donkeys to sumedang tofu. The condition of the MSMEs production floor still has many shortcomings, such as hygiene problems and poorly maintained production equipment (Colimoro et al., 2023). The issue of cleanliness of MSMEs is that it can be seen on the production floor that a lot of garbage is left to accumulate. The condition of production equipment that is poorly maintained is that many pieces of equipment are not arranged and placed neatly, and machines that are not maintained cause noise disturbances and devices do not start (Leder, 2018). Apart from environmental conditions, MSMEs Tahu Sumedang X also experience problems with ups and downs in sales results—figure 1 data graph of crispy tofu sales results for January to December 2022.

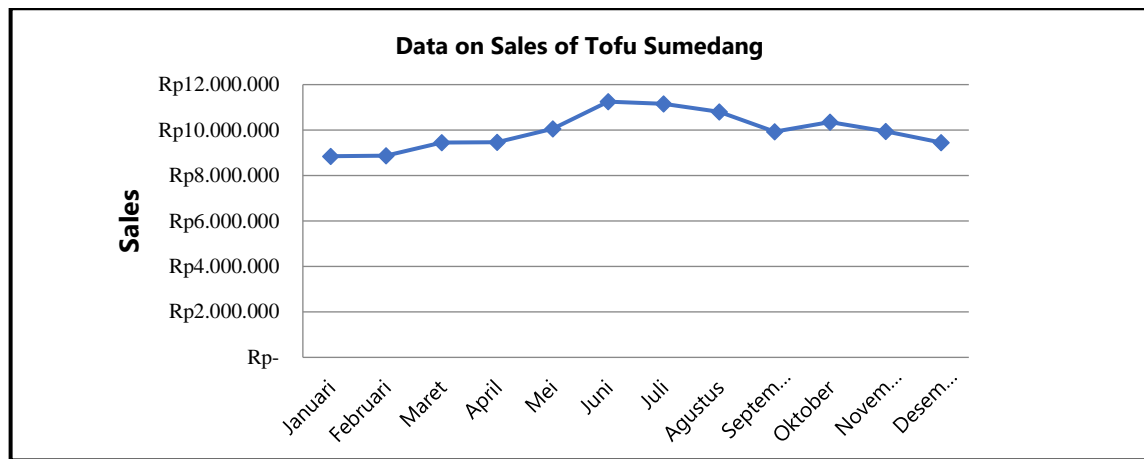


Figure 1. Data on Sales Results of Sumedang MSMEs Tofu X

Figure 1 shows that MSME X experiences fluctuations, resulting in the development of these MSMEs running in place or not increasing income. Meanwhile, the empowerment of MSMEs can be used to develop the regional economy (Permadi & Nisa, 2023). MSMEs can be one of the strategic choices in facing problems, increasing the community's economy and income, and creating job opportunities for the community. The research problem formulation is based on the business feasibility of Sumedang Tofu, which has experienced a decline in sales (Filhaq et al., 2023). So, it is necessary to carry out a development strategy and business feasibility analysis to increase the business's sales results. This research evaluates Sumedang Tofu's business development strategy through feasibility analysis and a value engineering approach to improve sales results (Anissa et al., 2019).

Efforts to improve business development can be carried out by conducting a business feasibility study. A feasibility study, or a business project analysis, is research on whether or not a business or business is carried out profitably continuously. This study discusses various basic concepts related to business project decision and selection processes to provide long-term economic and social benefits. In this study, financial and technical considerations are critical because they will be used as the basis for implementing business activities (R. Dewi et al., 2022).

When viewed from this condition, feasibility analysis and the right business development strategy are needed to review all aspects related to the development of the tofu business (Deka et al., 2022). To obtain a firm conclusion about the decision to run or not a business idea, an in-depth business feasibility study needs to be carried out on several aspects of business feasibility (Hussain et al., 2022), namely market and marketing aspects, financial aspects, management and organizational aspects, economic, social and environmental aspects and technical aspects to increase sales of MSMEs X. In addition, to support this business's growth and running well, efforts need to be made to improve with a value engineering approach (Saputra & Garniwa, 2021).

The value engineering approach is an evaluation science that analyzes the technique and value of a project or product involving owners, planners, and experts who are experienced in their respective fields with a systematic and creative approach that aims to produce the lowest quality and cost, namely with functional limits and stages of task plans that can identify and eliminate unnecessary or unsupportive expenses and efforts (Parow-Souchon et al., 2021). Value engineering can also be used to develop or modify the business to increase the selling value of the product (Nindiyasari et al., 2021). This is because the company's development does not get too much attention from the surrounding community or other consumers (Nugraheni et al., 2018).

## METHODS

### *Data Collection Techniques*

- 1) Observation is carried out directly to the field observation of the process. This observation aims to obtain an accurate picture of the activities that occur in the field. This activity produces data from certain events, activities, objects, and conditions. The thing of this study is MSMEs Tahu Sumedang.

The data obtained from this observation is from the environmental conditions of MSMEs Tahu Sumedang (Gossa & Hovers, 2022).

- 2) Interview, a form of questions and answers to MSMEs Know Sumedang how the feasibility of business and sales in these MSMEs every year and their development strategies. The data obtained from this interview is from the sale of crispy tofu from January to December 2022 (Solahudin et al., 2022).
- 3) The questionnaire is carried out by distributing questionnaires filled out by consumers. This questionnaire contains questions related to the weaknesses of MSMEs and so on, as well as factors that cause a decrease in sales results. The samples needed in data processing are influential people in Sumedang Tofu MSMEs and consumers (Boeva et al., 2023). The sampling technique chosen for the questionnaire is incidental sampling. The incidental sampling technique is a sampling technique based on chance. That is, anyone who coincidentally or incidentally meets the researcher can be used as a sample if it is considered that the person who happens to meet is suitable as a data source. There is no fixed number of respondents from this incidental sampling technique. Researchers collect data directly from each person encountered until the expected amount of data is met (Daffara et al., 2023).

### **Data Processing Techniques**

Determination of Eligibility Aspects

The aspects carried out in processing include:

1. Market and Marketing Aspects
2. Financial Aspect
3. Management and Organizational Aspects
4. Technical Aspect

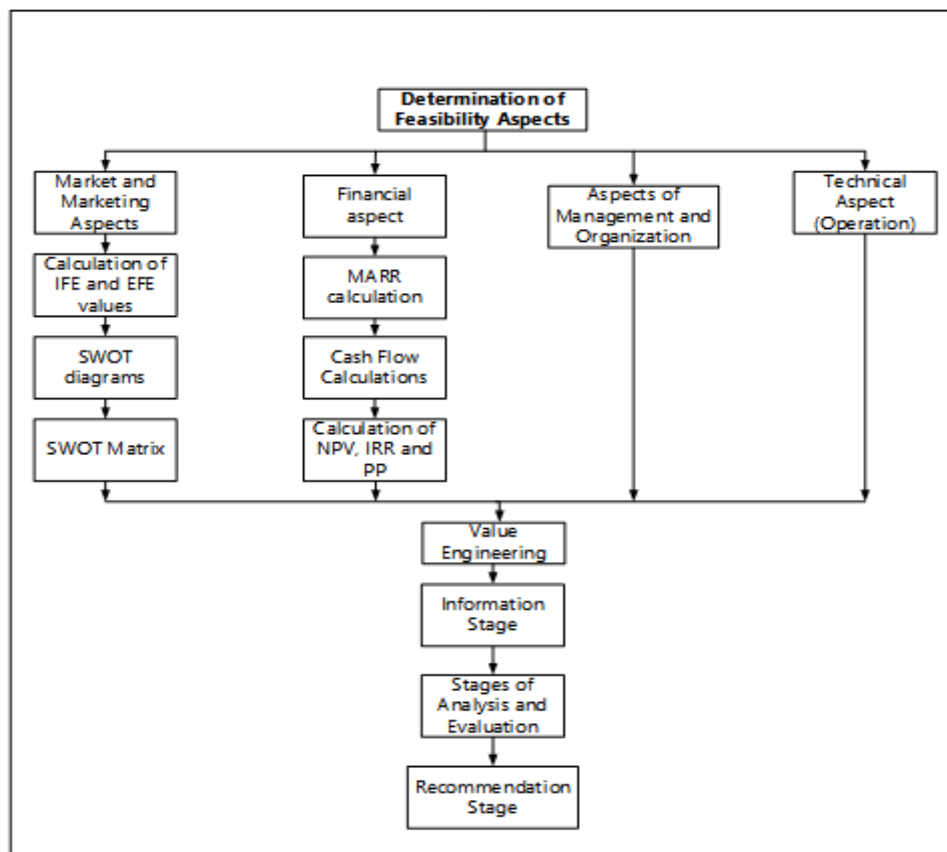


Figure 2. Research Thinking Framework

## **RESULTS**

### **Market and Marketing Aspects**

Market and marketing aspects are processed using the SWOT analysis method. SWOT analysis is used to systematically identify sharing factors to formulate strategies, which will be used to evaluate strengths, weaknesses, opportunities, and threats in a venture. It involves setting business goals and identifying excellent and profitable internal and external factors to achieve them. After the questionnaire data is recapitulated, the next step is to assess the Internal Strategic Factors Analysis Summary (IFAS) and External Strategic Factors Analysis Summary (EFAS) for each statement item on the questionnaire. The recapitulation and processing of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) recapitulation values are shown in Table 1 and Table 2.

Table 1. Internal Factor Evaluation (IFE) Recapitulation

No.	Internal Factors	Weight	Rating	Total
Strength				
1.	Good work integrity	0.157	5	0.785
2.	The location is accessible to find	0.174	5	0.870
3.	The ability and skills of employees in serving consumers are excellent and polite	0.179	5	0.895
Total Power				2.550
Debilitation				
4.	The number of human resources is still small	0.149	4	0.596
5.	Production equipment is still limited	0.168	5	0.840
6.	Lack of promotion by SMEs	0.173	5	0.865
Total Weakness				2.301
				1.00
Internal Factors = $2.550 - 2.301 = 0.249$				

Table 2. External Factor Evaluation (EFE) Recapitulation

No.	External factors	Weight	Rating	Total
Chance				
1.	The existence of new technologies that can strengthen the field of production	0.195	4	0.780
2.	The location of UKM Tahu Sumedang Renyah is close to the highway	0.228	5	1.140
3.	The selling price of crispy sumedang tofu is based on the quality offered	0.199	4	0.796
Total Power				2.716
Threat				
4.	Limited experts	0.199	4	0.796
5.	Increasingly selective consumers	0.179	4	0.716
Total Weakness				1.512
				1.00
External Factors = $2.716 - 1.512 = 1.204$				

After obtaining the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) values, the coordinates IFE = -0.249 and EFE = 1.204 were obtained. The following is a diagram of IFE and EFE coordinate points shown in Figure 2.

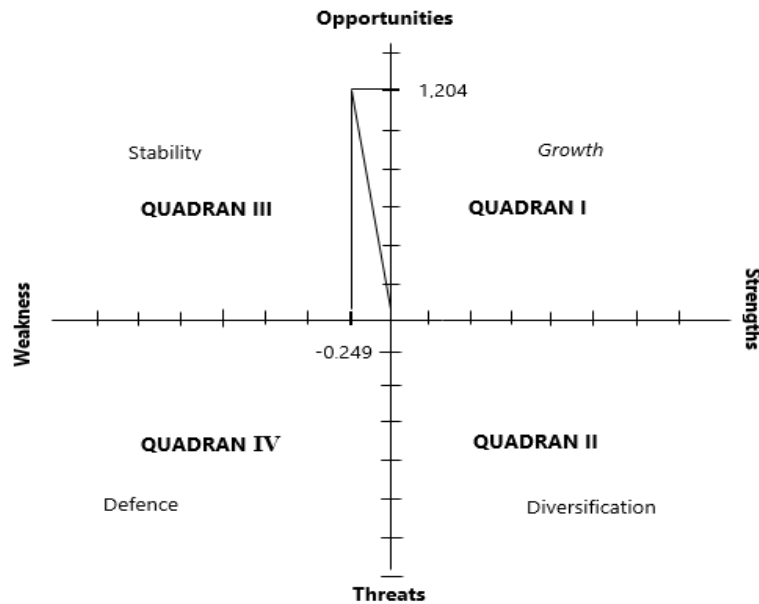


Figure 3. SWOT Diagram of Sumedang Tofu MSMEs

The results of the analysis and identification of the internal and external environmental conditions of the Tahu Sumedang Renyah MSMEs that have been carried out, it can be seen in the SWOT diagram that the resulting SWOT diagram states that the shape of the Tahu Sumedang Renyah MSMEs is in quadrant III (stability), which shows that the conditions faced by the Tahu Sumedang Renyah SMEs at this time are that these SMEs still have several advantages from the existing opportunities, Which this opportunity can be used as a strategy to cover its weaknesses. Therefore, Sumedang Tofu MSMEs can use this condition to develop their business.

### Financial Aspect

Calculation of Estimated Operating Costs. Table 3 shows the estimated operational costs that will be incurred by Sumedang Tofu MSMEs each year.

Table 3. Recapitulation of Estimated Operating Costs per Year

No.	Items	Cost
1.	Raw material/year	IDR 76,800,000
2.	Employee salary/year	IDR 144,000,000
3.	Employee THR/year	IDR 6,000,000
4.	Electricity/year	IDR 10,000,000
5.	Tax/year	IDR 1,500,000
6.	Gas refill/year	IDR 16,680,000
7.	Car fuel picks up/year.	IDR 1,400,000
<b>Total</b>		<b>IDR 250,980,000</b>

### Estimated Second Year Operational Costs

Table 4 Recapitulation of Estimated Second-Year Operational Costs

No.	Items	Cost
1.	Raw material/year	IDR 80,000,000
2.	Employee salary/year	IDR 144,000,000
3.	Employee THR/year	IDR 6,000,000

4.	Electricity/year	IDR 10,000,000
5.	Tax/year	IDR 1,500,000
6.	Gas refill/year	IDR 16,680,000
7.	Car fuel picks up/year.	IDR 1,600,000
<b>Total</b>		<b>IDR 254,380,000</b>

Estimated Third-Year Operational Costs

Table 4 Recapitulation of Estimated Third-Year Operational Costs

No.	Items	Cost
1.	Raw material/year	IDR 82,450,000
2.	Employee salary/year	IDR 144,000,000
3.	Employee THR/year	IDR 6,000,000
4.	Electricity/year	IDR 10,000,000
5.	Tax/year	IDR 1,500,000
6.	Gas refill/year	IDR 16,720,000
7.	Car fuel picks up/year.	IDR 1,700,000
<b>Total</b>		<b>IDR 262,370,000</b>

### Cash Flow

Cash flow from investment in the development of MSMEs in Sumedang from the first year to the third year is shown in Table 5 to Table 7.

#### 1. First-Year Cash Flow

Table 5. First-Year Cash Flow

Items	Amount
Revenue (in)	IDR 360,000,000
Expenses (out)	IDR 250,980,000
<b>Net Profit</b>	<b>IDR 109,020,000</b>

#### 2. Second Year Cash Flow

Table 6. Cash Flow Second-year

Items	Amount
Revenue (in)	IDR 450,000,000
Expenses (out)	IDR 254,380,000
<b>Net Profit</b>	<b>IDR 195,620,000</b>

#### 3. Third Year Cash Flow

Table 7. Cash Flow Second-year

Items	Amount
Revenue (in)	IDR 540,000,000
Expenses (out)	IDR 262,370,000
<b>Net Profit</b>	<b>IDR 277,630,000</b>

**Net Present Value (NPV)**

NPV is a formula for calculating the net value at present. This formula is based on the difference between the investment and net cash PV. Net cash PV from the first year to the following year, NPV results are shown in Table 8.

Table 8. Net Present Value (NPV) Calculation

No.	Year	Net Profit	Discount Factor 10%	Net Cash PV
1.	First	IDR 109,020,000	0.90	IDR 98,118,000
2.	Second	IDR 195,620,000	0.82	IDR 160,408,400
3.	Third	IDR 277,630,000	0.75	IDR 208,222,500
<b>Net Cash PV</b>				<b>IDR 466,748,900</b>

Based on the calculation above, the net cash PV from the first (1) to the third (3) years is:

NPV = Total Net Cash PV – Total Investment PV

= IDR. 466,748,900 – IDR. 143,202,000

= IDR. 323,546,900

**Internal Rate of Return (IRR)**

IRR is a formula to show what percentage (%) return on investment each year. The calculation will be presented in Table 9.

Table 9. Internal Rate of Return (IRR) Calculation

No.	Year	Net Cash	10% interest		20% interest	
			DF	Net Cash PV (Rp)	DF	Net Cash PV (Rp)
1.	First	IDR 98,118,000	0.90	IDR 88,306,200	0.83	IDR 81,437,940
2.	Second	IDR 160,408,400	0.82	IDR 131,534,888	0.69	IDR 110,681,796
3.	Third	IDR 208,222,500	0.75	IDR 156,166,875	0.57	IDR 118,686,825
		Total Net Cash PV		IDR 376,007,963		IDR 310,806,561
		Total PV Investment		IDR 143,202,000		IDR 143,202,000
		<b>NPV</b>		<b>IDR 232,805,963</b>		<b>IDR 167,604,561</b>

**Payback Period (PP)**

PP is a formula to find out how long the payback is. The calculation will be presented in Table 10.

Table 10. Payback Period (PP) Calculation

Year	Net Cash	Cumulative Net Cash
1	IDR 98,118,000	IDR 98,118,000
2	IDR 160,408,400	IDR 258,526,400
3	IDR 208,222,500	IDR 466,748,900
<b>Total</b>		<b>IDR 823,393,300</b>

Based on the calculation above, the next step is to find the PP value, including the following:

PP = Investment – Net cash/year

= IDR 143,202,000 – IDR. 98,118,000

= IDR 45,084,000 (First year )

Because the first year's investment cannot be reduced to the second year's net cash, the remaining first year's investment is divided by the second year's net cash, namely:

PP = (IDR 143,202,000)/(IDR 160,408,400) . 12 months

= 10.68 ≈ 11 months

So, the return on investment is for one year and 11 months or will be completed in the second year.

### **Management and Organizational Aspects**

MSMEs Sumedang Tofu do not yet have a clear organizational structure, consisting of only three parts: leaders, factory workers, and marketing workers. Corporate activities can run smoothly and well in achieving a goal if each employee has a clear division of duties. Once the organizational structure is established, the next step is to determine the tasks of each part of the organization, which are presented in Table 10.

Table 10. Duties, Authorities, and Responsibilities of the Organizational Structure of SMEs Tahu Sumedang

No.	Structural Parts	Assignment	Authority	Responsibility
1.	Leader	Planned and organized business activities and formulated vital policies to achieve goals.	Make regulations in MSMEs Tahu Sumedang and give orders or tasks to employees.	Coordinate and supervise the duties of business heads.
2.	Warehouse Parts	Determine the policy of purchasing raw materials and receiving goods and reviewing the suitability of goods such as the number of goods available, and so on.	Coordinate and supervise workers on duty in the warehouse section	Guarantee the existence of goods in the warehouse by the number of existing goods
3.	Production Section	Implement, plan, and arrange the schedule of production activities	Organize all activities related to production and evaluate production activities	Guarantee clear production information
4.	Marketing Department	Carry out marketing activities and product sales to consumers	Manage all activities related to marketing and sales	Guarantee the sales process can run smoothly
5.	Administration and Finance Department	Organizing correspondence related to business activities, preparing financial statements, arranging repair schedules	Making his own choices without the intervention of other employees	Guarantee the correctness of records in and out of company funds

### **Technical Aspect**

#### **Process Value Engineering**

After calculating the feasibility aspects of the business, the results show that the market and marketing aspects are still not optimal. Therefore, it is necessary to improve for optimal results by carrying out product or value engineering processes (Pohan et al., 2023).

#### **1. Information Stage**

This stage focuses on product selection and development of the product itself. Product development is done by gathering as much information as possible on the product to be developed, namely sumedang crispy tofu packaging. The products that will be subject to the value engineering process are (V. C. Dewi et al., 2023):

- a. Food box model packaging.
- b. Woven bamboo basket model packaging.

Direct interviews with crispy sumedang tofu business actors and food packaging traders carried out the data collection above to benchmark and brainstormed similar products on the market.

#### **2. Stages of Functional Analysis**

At this stage, these boundaries are made using the Function Analysis System Technique (FAST) diagram to make it easier to determine the limitations related to product functions. The following is a FAST diagram for sumedang tofu packaging products in Figure 4.



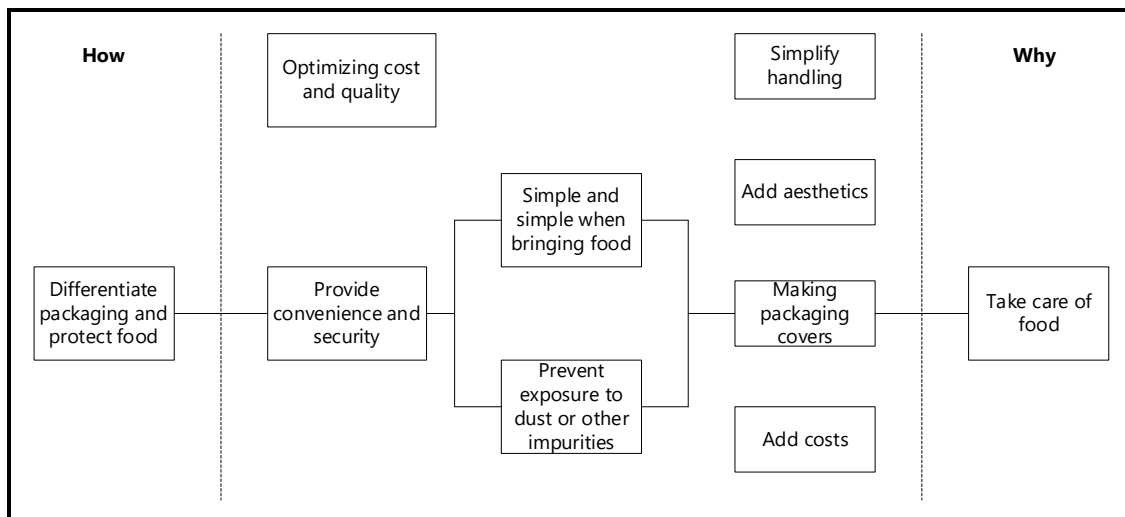


Figure 4 FAST Diagram for Sumedang Tofu Packaging

## DISCUSSION

The calculation results of the Net Present Value (NPV) show cash flow for three years with a bank interest of 10%, and the resulting NPV is positive, namely Rp. 323,546,900. Therefore, the positive NPV value is greater than 0, which means that Crispy Sumedang Tofu UKM is said to be feasible. It is inappropriate for a business if the NPV value is less than 0. These results are similar to the (Yuniar et al., 2022) study. The analysis results from the financial aspect show that the Tofu and Tempe Business is feasible with a discount rate of 10%, the NPV which produces a positive value of IDR 137,689,184 (Rahmadani, 2019) research is also in line with the results of the analysis from the financial aspect showing that Tahu and Tempe Enterprises are said to have a positive Net Present Value of IDR 137,689,134 and a discount rate of 10%.

The Internal Rate of Return (IRR) calculation results show that the total value of the IRR is 46%, so the Crispy Sumedang Tofu UKM is said to be feasible. This is because the IRR value is greater than the loan interest (10%), which is 46%. The business is said to be unfeasible if the IRR value is lower than the interest on the loan, and if the company is at the breakeven point, the IRR value is equal to the interest on the loan. These results align with the results of the (Hartati & Sunaryanto, 2019) study. His research stated that the Grobogan Soybean House industry's financial feasibility was declared feasible, marked by an IRR value of 35% greater than an interest rate of 17%.

In contrast, in (Aydra et al., 2020) research, the discount factor value used was 16%. From the calculations, Independent Tofu Enterprises obtained IRR values in 2008 - 2013 of 49.26% and in 2014 - 2018 of 34.06%. The business can be run because the IRR exceeds the discount factor. In the (Suyono et al., 2021) study, the resulting IRR value was  $IRR = 30.73\%$ , and this indicates that the rate of return on investment invested in tofu nuggets is  $IRR = 30.73\%$ , the IRR value is greater than the social opportunity cost of capital (SOCC) or a discount of 17.5%, which means that the tofu nugget business is feasible to run.

The payback period (PP) calculation results show that Sumedang Tofu MSMEs are feasible because the business capital invested is IDR 143,202,000 and will be fully recoverable within one year and 11 months. The return on investment will be fully returned quickly if the PP value is small. The payback period is also produced by tofu production in the (Komari et al., 2022) study. The cumulative value of PP is 0.18 years, so it can be concluded that these yellow tofu MSMEs can cover investment capital within two months and 16 days. The payback period (PP), including minor, was also found in the (Ernawati, 2011) study. The initial investment in establishing a small and medium-sized tofu chip industry (UKM) was Rp. 139,160,950.00 The payback period (PP) was three years and nine months.

## CONCLUSION

The conclusion obtained after analyzing the feasibility of Sumedang Tofu MSMEs is in terms of market and marketing aspects. After conducting a SWOT analysis, Sumedang Tofu MSMEs are still not optimal, even though it is in quadrant III, namely stability. This is due to the weaknesses in the market and marketing aspects,

namely in the promotion section. Then, the market and marketing aspects need development to be feasible. The next aspect studied is the financial aspect. After calculations such as Net Present Value (NPV) show cash flow for three years with a bank interest of 10% and the resulting NPV is positive, the Internal Rate of Return (IRR) shows that the total value of IRR is 46%. Sumedang Tofu MSMEs are said to be feasible. This is because the IRR value is greater than the loan interest (10%), which is 46%. And the Payback Period (PP), this UKM is feasible to continue because the business capital invested is IDR 143,202,000 and will be fully recoverable within one year and 11 months. The management and organizational aspects of UKM Tahu Sumedang's division of tasks, authorities, and responsibilities are still poorly organized. Therefore, improvements were made by creating a new organizational structure for the Crispy Sumedang Tahu MSMEs with clear divisions so that the business continues to run well and smoothly and is feasible to continue running.

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