



## Development Strategy of Soy Sauce Business in Purwodadi District Grobogan Regency

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Article Info	Abstract
<p>Article History : Received May 2024 Accepted September 2024 Published December 2024</p> <p><i>Keywords:</i> Strategy, Development, Soy Sauce, AHP, Mactor</p>	<p>The numerous of soy sauce factories that are spread throughout Indonesia, such as Udang and Bawang soy sauce brands are two of the industry players that are most well-known in Grobogan Regency and its surrounding area. This research aimed to discover the strategy used in soy sauce business development in Purwodadi District, Grobogan Regency. The population of this research used a keyperson that consisted of 3 people. The method used in this research is a mixed method and used descriptive qualitative, <i>Analytical Hierarchy Process</i> (AHP) and <i>Matrix of Alliance, Conflicts, Tactics, Objectives, and Recommendations</i> (MACTOR) to analyze the result. The research subjects are government policy, human resources, and institutional. The result shows based on AHP analysis, the priorities of business development strategy are as follows (1) government policy criteria in the amount of 0.402; (2) Human resource criteria in the amount of 0.402; (3) Institutional criteria in the amount of 0.144. Furthermore, in the MACTOR analysis stated that there are 6 actors and 7 goals that have a role in the effort to develop the soy sauce business, distributor, retailer, consumer, and raw materials supplier. Meanwhile, there are 2 most significant objectives namely Increasing Promotional and Marketing Capability and synergy in Increasing Productivity. The suggestion from this study is that the most prioritized policies are on providing training and facilitating business licensing, promotion, and marketing training. Meanwhile, for further research, can develop existing research by adding, comparing or evaluating the results of variables and analysis to be more complex, comprehensive, and integrated.</p>

## INTRODUCTION

Indonesia is one of developing country that must be able to face free market economic competition. However, in a strict competition it is expected to achieve the economic advancement and stability. A businesses should be able to compete by applied an innovative development strategy, including production, finance, organization structure, R&D, marketing, and Human Resource management (Antamoshkina, O. I., & Zinia, 2019). However, according to Manvelidze, R., & Tsetskhladze, (2018), innovation is considered as an important element in developing micro business strategy.

The government is trying to make a domestic production able to compete. Thus, it can market its production on national and international scale. One of national development that is ensured by the government is the development in economy sector. Economic development can be expanded from maritime sector, infrastructure development, Micro/Small/Medium Enterprises (MSMEs), and etc. Reza Juanda *et al.*, (2023), & Gumusluoglu (2016), state that Micro/Small/ Medium Enterprises (MSMEs) is a labor-intensive work that has a potency to increase economic growth and enlarge jobs vocation, moreover, it can continuously increasing income. The biggest resource is the potency of economic resources. One of the biggest economic resources is the construction of the Micro/Small/Medium Enterprises (Novandari, 2013).

Udang soy sauce brand on their selling in 2021-2022 encounter selling declined in the amount of 13%. However, in 2021-2023 Udang soy sauce brand attained selling decreation in the amount of 20 %. Likewise in 2021-2022 Bawang soy sauce brand experienced a 20 % decline in sales. However, in 2022-2023 it experienced a 26% declined in sales. The main factor of the decreation is in promotion and marketing. Despite of the soy sauce producer in Grobogan Regency had already promoted their product, it was still less competitive than the product from the big factories that has already well-known. The promotion had already done by hanging banner, newspaper

advertisement, social media, market place, direct sales to agent or wholesale. From the beginning of the observation, the researcher interviewed 20 people in Grobogan Regency to gain the information of how well-known Udang and Bawang soy sauce brands are. Then, the researcher also saw banner in the side of main road in Purwodadi District. The researcher also found out some promotion in market place such as (*Tokopedia, Shopee, Instagram, facebook, and etc.*). However, it did not bring significant impact to increase the soy sauce sales in Grobogan Regency. Another factor is the lack of products known by people outside the city and the existence of soy sauce products with more well-known brands.

Besides, there are internal factors of soy sauce industry in Grobogan Regency that faced some obstacles related to the less of cooperation with other company, the system management that is still not done properly, and there is no market share outside Java Island. However, from external factor such as the uncertainty of soy price. It made the soy seller preferred to sell it to other area, and the mass rapid development of information and communication technology. Based on those backgrounds above, it encourages the researcher to do the research in the potency and strategy of business development in soy sauce industry.

The competitive of soy sauce industry in Grobogan Regency relatively less optimal that is indicated by the abundant amount of local soy as the raw material of soy sauce that is more expensive, the big company in the research area still do not want to accept the soy sauce product because of the quality that relatively less decent. Soy sauce market can be more competitive if there is no innovation or uniqueness that diverse from other product, the customer might choose other alternative which offer additional value or interesting variation. Seeing the potential of the soy sauce industry in Grobogan Regency, it is necessary to further optimize the role of the soy sauce industry as one of the sectors that must be developed. Because of it, soy sauce industry development become a business opportunity and must be adjusted with the relevant industry problem, the development strategy will influence in retaining competitiveness or business existence

and solve the problems in soy sauce industry. Other research conducted by Rusdarti *et al.*, (2021), shows the result that to increasing competitiveness, business development activity is needed by building the business in other location and increasing the amount of production, and adding service. Businesses also intensively doing promotion in order to make their product will be known by wide community. Moreover, the research conducted by Amilia & Choiron (2017), entitled *Studi Kelayakan Usaha dan Daya Saing pada Industri Tepung Tapioka di Kecamatan Pogalan Kabupaten Trenggalek* stated that strategy to increase competitive potency needed development strategy by doing efficiency by enhancing the capital, increasing product quality and service, optimizing the labors performance, managing raw materials stock and helping materials. Furthermore, according to (Farhanah & Prajanti, 2015) states that priorities in business development are carried out in the following order of priority, namely improving human resources and technology, providing production inputs, and policies.

Based on the background and research questions above, the objectives of this research are the first Analyze the potency and problem of soy sauce industry business in Purwodadi District, Grobogan Regency. Second Analyze the proper strategy to develop the soy sauce industry business in Purwodadi District, Grobogan Regency.

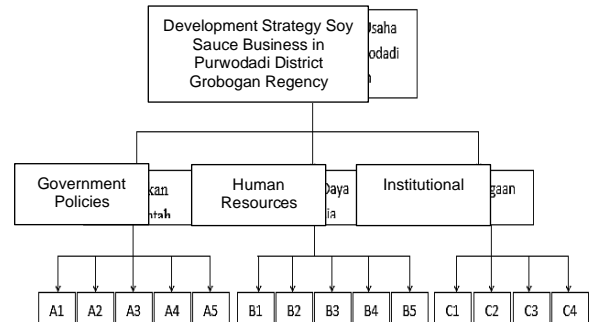
Analyze the interaction model between stakeholder in the development of the soy sauce industry business in Purwodadi District, Grobogan Regency.

## RESEARCH METHODS

Kind of this research is qualitative research. Population used in this research is soy sauce producer in Purwodadi Distict, Grobogan Regency with 3 people as the key persons. The sampling technique used in this research is purposive sampling. This research consists of three variables, they are Government Policies, Human Resources, and Institutional.

The technique of data collection used questionnaire, observation, interview, and

documentation. The technique of data analysis used the *Analytical Hierarchy Process* (AHP) method and analysis of the *Matrix of Alliances and Conflicts: Tactics, Objectives and Recommendations (Mactor) method*. In this research, by using the *Analytical Hierarchy Process* (AHP) method, it will be produced some strategies which can be used in the research that can be shown as follows:

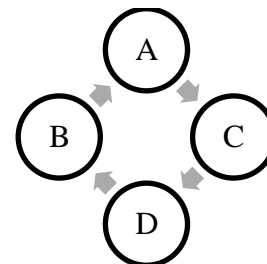


**Picture 3.1 AHP Hierarchy Framework**

The key persons in this research are as follows:

1. Head of Sub-Division of Development of Cooperative Service and MSMEs of Grobogan Regency.
2. Manager or production leader of soy sauce business in Purwodadi District, Grobogan Regency.

The MACTOR technique is based on three main inputs in form of matrix. As shown in the picture, these three inputs are based on “influence relationship” between an actor to others actor.



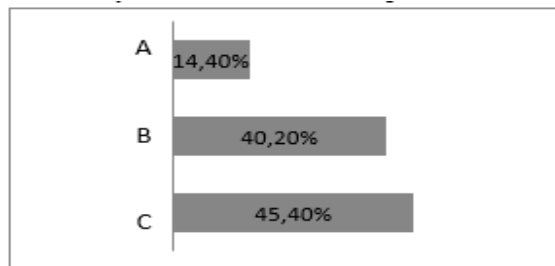
The influence of actor A on actor D is a direct addition from A to D or indirect through B and C.

## RESULTS AND DISCUSSION

The result of *Analytical Hierarchy Process* (AHP) with three variables such as Government Policies, Human Resources, and Institutional. As well as the result using the *Matrix of Alliances and Conflicts: Tactics, Objectives and Recommendations*

(Mactor) analysis. Here are the explanations of each variable in this research:

**Figure.1.** AHP Data Processing Results for All Soy Sauce Business Development Criteria

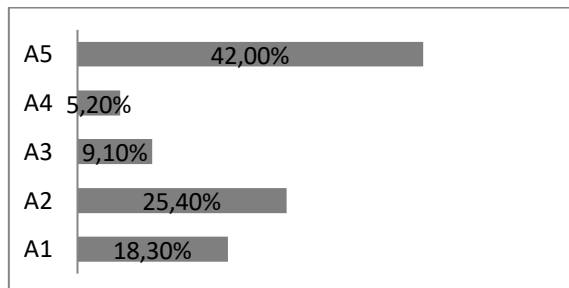


Source: Data processed, 2024

According to **Figure 1** it can be seen that the most prioritize criteria in the business development of soy sauce industry in Purwodadi District, Grobogan Regency is the government policies with percentage of 45.40%. Followed by the second prioritize criteria which is human resource with shown the percentage of 40.20%, and the third prioritize criteria which is institutional with the percentage of 14.40%.

The calculation result using the *Analytical Hierarchy Process* (AHP) model with *expert choice 11.0*, the inconsistency ratio results obtained were  $0.01 < 0.1$ , which means that the answers given by key persons were consistent.

**Figure 2.** The Calculation Result Using AHP on Government Policies Criteria



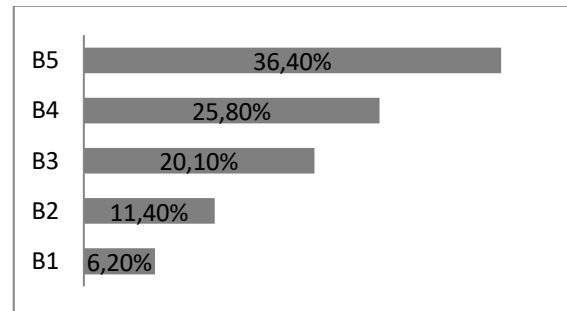
Source: Data processed, 2024

The result using the *Analytical Hierarchy Process* (AHP) model with *expert choice 11.0* in **Figure 2** shows that the alternative that prioritized in the development of soy sauce business in Purwodadi District, Grobogan Regency on the government policies are:

Providing training and facilitating business licensing with a percentage of 42.00%. The second alternative priority is providing information facilities, promotions and market guarantees with

a percentage of 25.40%. The inconsistency value is 0.02 which indicates that the answers given by keypersons are consistent.

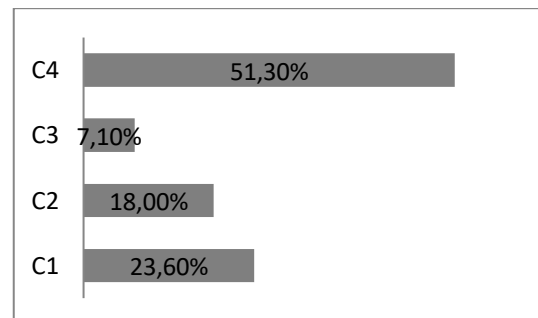
**Figure.3.** The Calculation Result Using AHP on Human Resources Criteria



Source: Data processed, 2024

The result using the *Analytical Hierarchy Process* (AHP) model with *expert choice 11.0* in **Figure 3** shows that the alternative that prioritized in the development of soy sauce business in Purwodadi District, Grobogan Regency on the human resources are providing promotion and marketing training in a percentage of 36.40%. The second alternative priority is improving producer capacity in utilizing renewable production tools in a percentage of 25.80%. The inconsistency value in the amount of 0.01 show that the response given from the keypersons are consistence.

**Figure.4.** The Calculation Result Using AHP on the Institutional Criteria

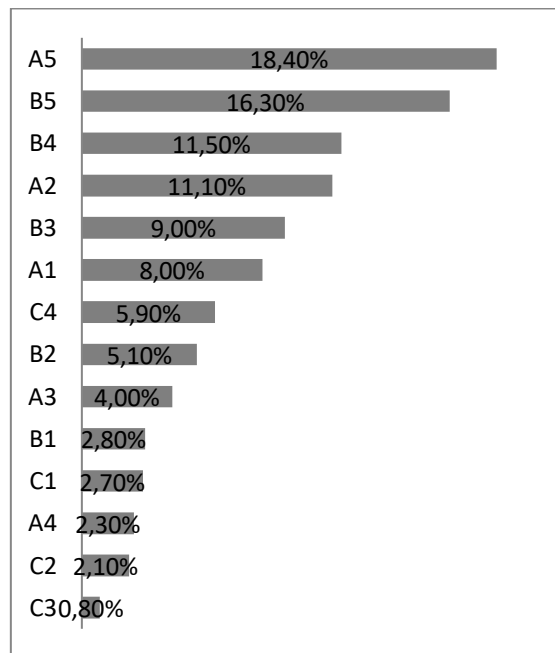


Source: Data processed, 2024

The result using the *Analytical Hierarchy Process* (AHP) model with *expert choice 11.0* in **Figure 4** shows that the alternative that prioritized in the development of soy sauce business in Purwodadi District, Grobogan Regency on the institutional criteria is increasing business partnerships between soy sauce industry cooperatives and entrepreneurs/investors in a percentage of 51.30%. The second alternative prioritized is the increasing of capacity and

institutional quality in a percentage of 23.60%. The third alternative that prioritized is the formation of an organizational forum to establish cooperation between producers with a percentage of 18.00%. The fourth alternative that is prioritized is cooperation management training and organization in a percentage of 7.10%. The inconsistency value in the amount of 0.07 shows that the response given from the keypersons are consistence.

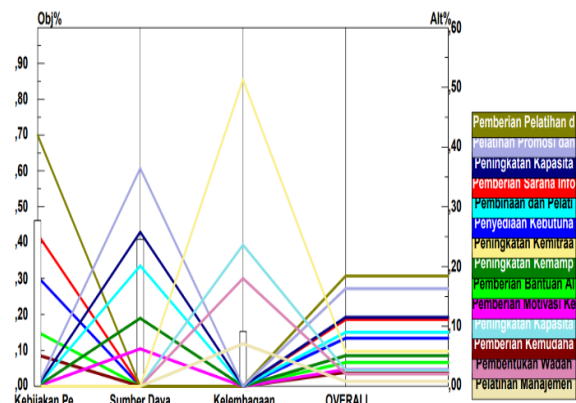
**Figure 5.** The Calculation Result Using AHP for All Alternatives



Source: Data processed, 2024

According to **Figure 5** The result using the *Analytical Hierarchy Process* (AHP) model with *expert choice 11.0* shows that the alternative that is prioritized in the development of soy sauce business in Purwodadi District, Grobogan Regency is providing training and the ease of business licensing in a percentage of 18.40%, the second priority is promotional and marketing training in a percentage of 16.30%, the third priority is increasing producers capacity in utilizing renewable production tools in a percentage of 11.50%. The fourth alternative priority is providing the tools of information, promotion, and market guarantee in a percentage of 11.10%.

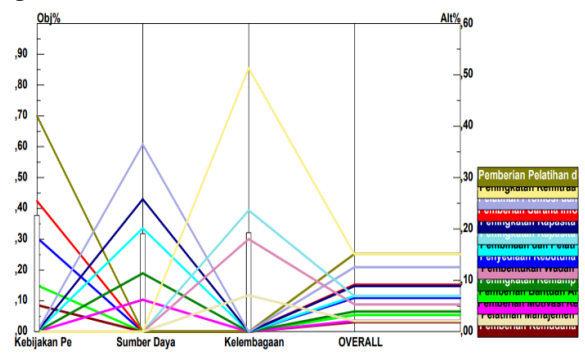
**Figure 6.** Performance Sensitivity Before Raising



Source: Data processed, 2024

The result of *Performance Sensitivity* on the aspect of institutional lies in the value of 20% that is providing training and the ease of licensing. If the institutional aspect is simulated from 20% raised to 40%, there is no change in the position of the policy that is placed in the highest prioritized policy. The criteria of providing training and the ease of licensing still in the top position or can be stated to a strong sensitivity.

**Figure 7.** Performance Sensitivity After Raising



Source: Data processed, 2024

The result of the analysis using the *Matrix of Alliances and Conflicts: Tactics, Objectives and Recommendations* (Mactor) method are as follows:

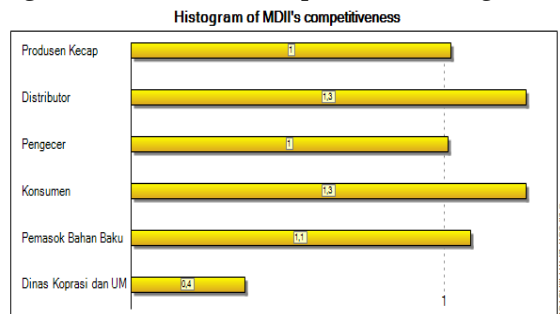
**Figure 8.** Influence and Dependence between Actors



Source: Data processed, 2024

The map of influence and dependency between actors is a graphical depiction of the position of actors in relation to the influence and dependency (direct or indirect: Di and Ii) between each other. The position is automatically counted by the MACTOR software. From the picture above, shows that the Consumers, Distributors, and Raw Material Suppliers are in Quadrant 1 (top left). The Stakeholders in Quadrant 1 have great influence and low dependence. Besides of it, the producer of soy sauce and retailer are in Quadrant 2 (top right). It means that the stakeholders are the main element. These stakeholders are driven by Quadrant 1, but Quadrant 2 has a very significant influence. Quadrant 3 (bottom right) with details of high levels of dependency and very little influence on the development of the soy sauce business is not filled by stakeholders. Meanwhile, Quadrant 4 (bottom left) is filled by Cooperative Service from MSMEs. These stakeholder elements are considered as actors who do not have an impact function.

**Figure 9.** The Actors Competitiveness Diagram



Source: Data processed, 2024.

In **Figure 9** above shows the competitiveness of actors which is directed by the level of direct and indirect influence of the actor on other actors. The actors that play the important role based on the picture are the Soy Sauce Producers, Distributors, Retailers, Consumers, and Raw Material Suppliers. Meanwhile, other actors such as the Cooperative Service and MSMEs have a low score in the development of soy sauce business industry.

**Table 4.1.** Matrix 3MAO Position of Each Actor in Relation to Goals

3MAO	PKPP	PP	PEU	MKP	MKPEL	PKK	PL	Mobilisation
PDK	4,1	4,1	3,1	4,1	4,1	4,1	3,1	26,5
DISBUT	3,8	3,8	3,8	2,5	2,5	2,5	1,3	20,2
PGR	4,0	3,0	3,0	2,0	4,0	3,0	3,0	22,3
KONSUM	3,8	3,8	3,8	2,5	2,5	1,3	2,5	20,2
PBB	2,2	3,3	3,3	4,3	2,2	2,2	3,3	20,6
DKU	1,5	1,1	1,1	1,1	1,1	1,5	1,1	8,3
Number of agreements	19,3	19,0	18,0	16,6	16,4	14,5	14,2	
Number of disagreements	0,0	0,0	0,0	0,0	0,0	0,0	0,0	
Degree of mobilisation	19,3	19,0	18,0	16,6	16,4	14,5	14,2	

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Source: Data processed, 2024

The matrix 3MAO above shows that the Increasing Promotional and Marketing Capability has the highest approval score, namely 19.3, followed by Increasing Productivity of 19.0. The difference between the two goals is only 0.3, which means they are interrelated and influence each other. The score of the goals means that the Increasing Promotional and Marketing Capability is elaborated with Increasing Productivity become the goals that mostly activated the actors or stakeholders.

Meanwhile, the actor that has the highest mobility is Soy Sauce Producers with score 26.5 followed by Retailers in 22.3 and Raw Material Suppliers in 20.6. This aligned with the researcher objectives that the main actor is the Soy Sauce Producer with the Increasing Promotion and Marketing Capability and the Soy Sauce Producers in improving the development of the soy sauce industry business. Besides, the matrix table 3MAO also shows the number of disagreements is in neutral position with score 0. It means that all actors or stakeholders approved on all the objectivity for the development of soy sauce business industry.

**Table 4.2.** Matrix 3CAA Position of Each Actor

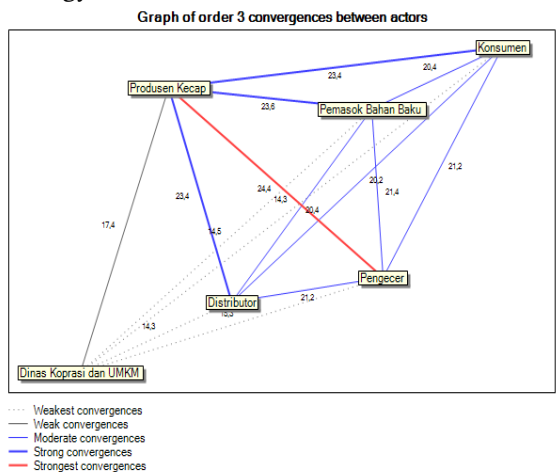
3CAA	PDK	DISBUT	PGR	KONSUM	PBB	DKU
PDK	0,0	23,4	24,4	23,4	23,6	17,4
DISBUT	23,4	0,0	21,2	20,2	20,4	14,3
PGR	24,4	21,2	0,0	21,2	21,4	15,3
KONSUM	23,4	20,2	21,2	0,0	20,4	14,3
PBB	23,6	20,4	21,4	20,4	0,0	14,5
DKU	17,4	14,3	15,3	14,3	14,5	0,0
Number of convergences	112,1	99,4	103,6	99,4	100,2	75,7
Degree of convergence (%)	0,0					

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Source: Data processed, 2024

The score in matrix 3CAA represents the convergent degree of each actor to other actors. As the score higher, the greater the similarity of interests or goals of the actors. By analyzing the convergence, a number of possible alliances can be identified between the actors. On table 3CAA above, it can be seen that Raw Material Suppliers and Soy Sauce Producers are the actors who have the highest correlation of interest relationships with a convergence coefficient of 23.6. Followed by the collaboration of the Raw Material Suppliers and Distributors. The convergence score of these two elements reached 20.4.

**Figure 16.** Convergence (3C) between Actors in Soy Sauce Business Development Strategy

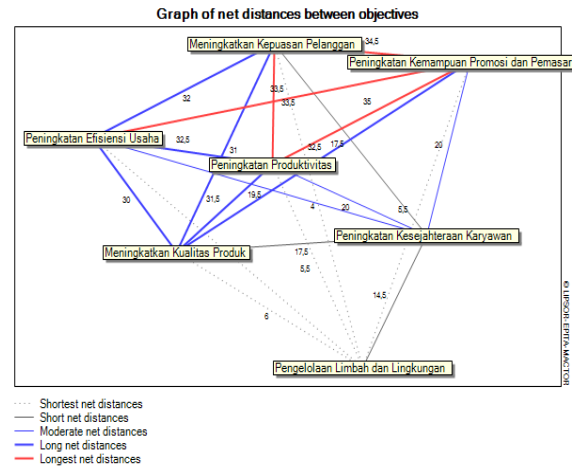


Source: Data processed, 2024

The actors position related to the convergence to other actors will be explained visually with picture 4.16 above. The picture shows that the larger the value in the matrix, the thicker the connection lines on the map will be. This means that the higher the level of convergence between these actors. Red means the strongest/highest convergence on the map that

connected the Soy Sauce Producers with other actors such as Retailers. Both actors committed to synergized and collaborated to the development of soy sauce business industry. The cooperation of the actors also be expected to support the success of the program, the formulation of the problem, and the research objectives that has already set previously.

**Figure 17.** The Graph of Net Distance Between Targets



Source: Data processed, 2024

Graph 4.17 above is used to identify the objectiveness of the actors that have the same position (pro or contra). As the stronger the linkage between the goals, the higher convergence of the actors' opinion towards those goals. On the graph, it is explained that the efforts to develop the soy sauce business are mainly carried out by Increasing Promotional and Marketing Capabilities and Increasing Productivity. Furthermore, the followed indicators are Increasing Development Efficiency and Increasing Customer Satisfaction.

## Discussion

### Potencies and Problems of Soy Sauce Business Industry in Purwodadi District, Grobogan Regency

The soy sauce production process in Grobogan Regency should switch to using technological production equipment to achieve maximum results. The researched according to Babenko et al. (2024), states that the use of technology-based production tools can increase product capacity and efficiency. The information access especially the information of the market of Soy Sauce Producer is still limited. The lack of



access to information will hamper the marketing of soy sauce because the producers do not know what kind of products that the consumers are interested in and what kind of business competition exist in the market.

From various problems is soy sauce industry in Purwodadi District, Grobogan Regency. The local government through the Cooperative Service and MSMEs in Grobogan Regency has already commit to formulate the policies that has already applied such as forming the Technical Implementation Unit to assist the soy sauce business industry in Purwodadi District, supporting the procurement of production tools such as bottle capping press machines, scales, filtering and grinding tools, marketing training and assistance, provision of market access such as exhibitions and also business capital assistance. Pemi & Beni (2021), states that it can be used as a business opportunity by having supporting facilities to make it easier to carry out business activities.

#### **Development Strategy of Soy Sauce Business Industry in Purwodadi District Grobogan Regency**

The priority of developing soy sauce business industry is carried out by selecting predetermined criteria, namely from the aspects of government policies, human resources, and institutions. Furthermore, in each aspect of the criterion, there are several alternatives of development steps and each will be chosen from the most important priority.

#### **Development Strategy with AHP on Government Policies Criteria**

Picture 4.2 above shows that the most prioritized alternative in the government policy criteria is the provision of training and ease of business licensing with a score of 0.420. A business can be said to be legal if it has a business license. In addition to the legality of the business, the existence of *HAKI* (*Hak Kekayaan Intelektual*) or Intellectual Property Rights is also needed by business actors to protect the copyright of the products they produce. However, most of business owner of soy sauce industry in Purwodadi District,

Grobogan Regency, still face difficulties to administer the business license and *HAKI*. This certainly has an impact on the difficulty of obtaining access to credit and ease of marketing, especially on an export scale, considering that credit requirements also require administration in the form of business permits. The local government is trying to provide training and facilities for soy sauce producers to obtain business permits and procure intellectual property rights so that the businesses they run can develop further. The efforts that have been made by the government to help entrepreneurs in developing the industry in order to increase turnover in soy sauce producers include providing training to MSMEs (Nurzaman *et al.*, 2018).

The provision of production equipment is intended to make soy sauce production more optimal, effective and efficient. In addition to creating production efficiency, the existence of modern and technology-based soy sauce production equipment will increase production capacity for soy sauce producers and also reduce the risk of fatigue and injury for employees when producing. Arsinta & Widiyanto (2018) & Junais *et al.*, (2023) stated that the Cooperatives and Micro Enterprises Service of Grobogan Regency as the supervisor and facilitator, has begun to take its efforts to foster, empower and supervise cooperatives seriously. Yasa *et al.*, (2024), states that the role of government policy has a positive influence on development strategies; This means that the increasing role of the government in supporting the sustainability of soy sauce SME businesses is able to improve the development strategy of a business.

#### **Development Strategy with AHP on Human Resource Criteria**

The most prioritized alternative in the human resource criteria is promotion and marketing training with a score of 0.364. Promotion and marketing are two of important elements for a business, including the soy sauce business. So far, soy sauce producers have marketed their products only through the nearest distributors/agents, displays at souvenir centers and also based on consumer orders. The



advancement of technology and also the rise of online markets can be utilized with the producers to sell their product. The local government through Cooperative and MSMEs Service has already provided an online promotion and marketing training by utilizing the provided internet facility (Hastuti, 2010).

#### **Development Strategy with AHP on Institutional Criteria**

The most prioritized alternative in institutional criteria is the increasing of business partnership between soy sauce industry cooperative with businesses or investor with score of 0,513. This is one of alternative strategy that is needed by the soy sauce producers in Grobogan Regency. However, it has not been realized yet because it does not have a business partnership with other entrepreneurs. Nowadays, the existence of cooperative is very helpful for the soy sauce producers either in sharing information or provide capital loan. However, the financial capacity of the cooperative is not that large. Therefore, it requires partnerships with several other institutions or companies.

#### **Development Strategy with AHP on All Alternatives**

The soy sauce business in Purwodadi District, Grobogan Regency has been established for a long time but until now it has not been able to show an improvement considering the many problems faced by soy sauce producers, one of them is the difficulty of obtaining credit/capital loans. This has actually been attempted with the existence of cooperatives that help provide capital.

#### **Interaction Model between Stakeholders in the Development of Soy Sauce Business Industry in Purwodadi District, Grobogan Regency**

The effort of developing a business model or enterprise including soy sauce production require a synergy, cooperation and collaboration of several parties or related stakeholders. In this research, there are 6 actors/ stakeholders' elements as follows: 1) Soy Sauce Producers, 2) Distributors, 3) Retailers, 4) Consumers, 5) Raw Material Suppliers, 6) Cooperative and MSMEs Service. All

actors/stakeholders play the important role, the influence and its convergency levels that diverse on the criteria and objectiveness that has been already set. The pattern of objectives set is the soy sauce business development strategy. Meanwhile, this study aims to determine the role and interaction of actors/stakeholders in developing the soy sauce industry in Purwodadi District, Grobogan Regency, consisting of various criteria (objectives)/efforts, as follows: 1) Increasing of Promotion and Marketing Capability, 2) Increasing productivity, 3) Increasing business efficiency, 4) Improving product qualities, 5) Improving customers satisfaction, 6) Improving employee welfare, 7) Waste and environmental management.

The efforts to develop an organization/business is certainly cannot be separated from the role of stakeholders such as business actors, communities, and government. In this concept, there are 6 criteria that are particularly emphasis. 1) The existence of a forum organized by a public institution, 2) Actors from non-governmental sector must be invited to participate, 3) Participants must be actively and directly involved in the creation/drafting of policies and recommendations, 4) The forums must be structured and the conference must be held consistently, 5) The policy is based on a consensus, 6) The collaboration in policy making.

The actors/stakeholders play the important role in the business development. Collaboration and synergy between all actors are interrelated and encourage business actors to improve quality, service, marketing, production and anything related to creating competitive advantages. This advantage can be achieved by using the criteria of the product/service's ability to compete with its competitors in the market. The aspects that are the criteria are varied, such as price, quality, after-sales service, innovation. If competitive advantage can be maintained or even improved, the company performance will also increase in various aspects, both social, economic and environmental. Assess how well the product meets customer expectations in terms of quality. A high level of consistency indicates that the product is aligned with customer expectations, contributing

to customer satisfaction and loyalty (Tatar & Obrecht, 2024).

## CONCLUSION

Based on the analysis of the results and discussion, In Grobogan Regency, there are many soy sauce industries, one of them is located in Purwodadi District. The potency of soy sauce industry in Purwodadi District is still require to improve because the amount of production is decrease. Some problems faced by the producers are difficulty to find additional capital, production tools that are still traditional, increasingly high prices of raw materials, low quality of human resources, marketing that still relies on orders, and etc. The AHP analysis, shows that the most prioritized criteria in the soy sauce business development strategy in Purwodadi District, Grobogan Regency, are government policy criteria with a score of 0.454. The second priority is the human resource criteria with a score of 0.402 and the third or last priority is the institutional criteria with a score of 0.144. The results of the AHP analysis of all these criteria can be said to be consistent because the inconsistency ratio value is  $0.01 < 0.1$ . The result of *Matric of Alliance, Conflicts, Tactics, Objectives and Recommendation* (MACTOR) analysis there are 5 most influential actors, they are soy sauce producers, distributors, retailers, consumers, and raw material suppliers. Meanwhile, there are 2 most significant objectives, namely Increasing Promotion and Marketing Capability and Synergy of Increasing Productivity.

The suggestions that can be given in this research are as follows: Government Policy is the most prioritized policy. Therefore, the government must seriously initiate policies that can develop the soy sauce industry in Purwodadi District, Grobogan Regency. Government policy must be more emphasized on providing training and facilitating business licensing, promotional and marketing training because these two alternatives are the most prioritized.

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