

UD.Sumber Rejeki Re-Branding Strategy To Increase Sales Turnover

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Abstract

Business Model Canvas aims to help companies to recognize what is the company's value proposition, as well as how to build and run key activities and key resources in creating value propositions and getting revenue streams, understanding how the products and services offered by the company can be well communicated to consumers. Data from report documents in the form of hard copies and soft copies in UD. Sumber Rejeki is also as a company under study. The primary type of data is data that comes directly from data sources that are collected specifically and are related to problems that are examined by means of observation, interviews. Meanwhile, secondary data types are obtained through literature reviews, reviews of previous relevant research, documents and routine company reports. The result can be known the position of the company based on a review of SWOT and 5 Forces Porter, which shows that the company is UD. Sumber Rejeki still has a good enough opportunity to seize the market or consumers, where the strategy that can be used is to take advantage of the remaining processed soybeans with a selling value and change the branding of the product packaging and expand marketing. That way a new business model canvas remodeling can be made that is in line with the SWOT position and a new strategy that supports the implementation of the new business model canvas created.

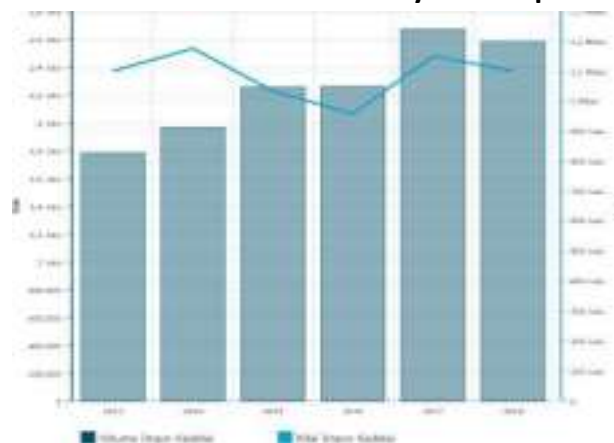
Keywords : SWOT, 5 Forces Porter, Business Model Canvas, Remodelling, UD.Sumber Rejeki

INTRODUCTION

Indonesia is a developing country that has a wide variety of industrial sectors, both in the form of home industries and large-scale industries. The industrial sector in Indonesia is a sector that plays an important role in building the economy of the people in Indonesia. One of the developing industrial sectors in Indonesia is agro-industry. Agro-industry is an activity that makes processed plants into food and beverage ingredients. One of the agro-industry activities that helps the Indonesian economy is the tofu industry. The tofu industry is an industry that is expected to have high economic prospects for a business being carried out because tofu is one of the main foodstuffs for people in Indonesia every day (Muhammad, 2020).

The tofu industry in Indonesia is one of the most popular businesses, because tofu is made using a simple method or technology. Therefore, the tofu industry has developed quite rapidly in small and medium scale industries. Currently, the tofu industry in Indonesia, especially in Riau. Tofu is a food whose main raw material comes from soybeans. In contrast to other soybean preparations, such as tempeh, which originates from Indonesia, tofu originates from China. Based on data on the composition of Indonesian food, the nutritional content of tofu in 100 grams raw is high in protein, carbohydrates, calcium and phosphorus (Ministry of Health, 2017). Indonesian consumption of tofu is 0.15 kg per capita every week (Lokadata, 2019). It can be seen that the Indonesian people really like food from tofu which can be consumed by people from the lower to the upper classes with high nutrition and health as well.

Table 1 Volume and Value of Indonesian Soybean Imports in 2013-2018



Source : Databoks 2018

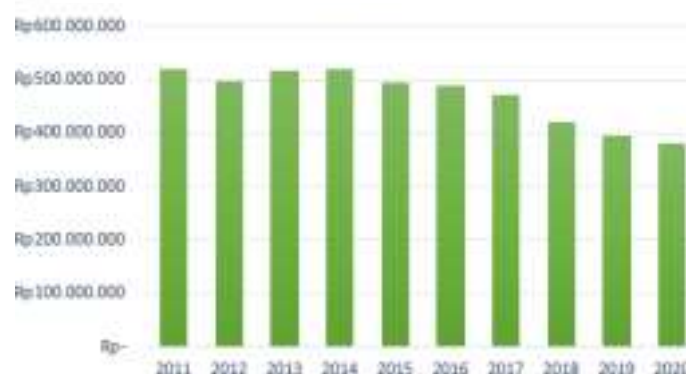
From 2013 to 2017 imported soybeans in Indonesia increased, it can be seen from the databooks that in 2013 to 2017 Indonesia received imported soybeans reaching 11.15 million tonnes. For the 2018 period, soybean imports reached 1.17 million tons or 43.7% of the total imports the previous year. National consumption of soybeans continues to grow and cannot be matched by growth in domestic production, forcing the government to continue to import these foodstuffs from abroad. The weakening of the rupiah exchange rate to IDR 14,800/US dollar could have an impact on domestic soybean prices. The increase in imported soybean production was due to the increase in the tofu and tempeh industry and preference for foreign products, because they produce very good quality although they are more expensive than local soybeans. This is because more than half of domestic soybean demand comes from imports. Soybean imports from year to year show an increase (databooks, 2018). The tofu industry is currently experiencing difficulties, caused by fluctuating soybean prices but tending to rise, while the selling price of tofu is difficult to increase. The increase in the price of imported soybeans was due to the fact that soybeans from the United States had not yet entered the harvest period, which had an impact on the current high price of soybeans (economics.bisnis.com).

One of the tofu industries in Pekanbaru City is UD. Sumber Rejeki. UD. Sumber Rejeki uses imported soybeans from Malaysia or the USA which produce good quality tofu products and tastes good too. Because the price of imported soybeans in 2018 experienced a price increase so that UD. Sumber Rejeki also increased the price of selling tofu products from 2018 until now, adjusted for the increased price of imported soybeans, said Mrs. Peing. stable. However, as time went on Mrs. Peing did not know what had happened regarding her sales revenue dropping from year to year starting in 2018.

Production and sales of UD. Sumber Rejeki, from its inception until now, is still being carried out in Pekanbaru City, where in the 2000s the city of Pekanbaru did not have enough competitors, said Ms. Peing and tofu products cannot be shipped out of town because production without preservatives and room temperature durability of tofu can only be for about seven to eight hours. UD. Sumber Rejeki produces a taste of the product that is not spared from reliable human resources, in manufacturing it is also not careless in carrying out the production process so that, from the beginning until now, Mr. Sadikin has worked on product production in concocting tofu medicine in making tofu.

Table 2 Sales Revenue for the Last 10 Years

Selling Income in 10th UD. Sumber Rejeki



Source: Sales Data from Registration from UD. Source of fortune

It can be seen from Table 1 that the author has conducted interviews directly with the person concerned from Mrs. Peing as the wife of Mr. Sadikin UD. Sumber Rejeki that estimates from the sales revenue of UD. Sumber Rejeki from 2018 there has been a gradual decline every year until now in 2021, in the 2011 estimate of UD. Sumber Rejeki can generate Rp. 500,000,000 (five hundred million rupiahs) until 2018 it has started to decline by producing around Rp. 420,000,000 (four hundred and twenty million rupiahs) then in 2020 it will reach an estimated Rp. 300,000,000 .-an (three hundred million rupiah) and in 2021 it will decrease as well as predictions from Mrs. Peing. In the interview, Mrs. Peing also said that "sales are no longer what they used to be, where it is easier to make money compared to now". Mrs. Peing also said that the Chinese tofu product that she sold at the market was the most expensive compared to other Chinese tofu products with a difference in the price range of IDR 1,000 – IDR 3,000. The Ministry of Trade provided price adjustments for tofu and tempeh producers, for the price per piece of tofu Rp. 700, - rupiah for the condition that imported soybeans experienced an increase in price (business.com). Meanwhile, UD. Sumber Rejeki costs IDR 900 per tofu chip for resellers and IDR 1,000 per tofu chip for direct consumers at their kiosks.

Table 3 List of Best Selling Product Items per Day

No	Type of Product	Sold out/day	Selling price/pcs	
		Amount	Price	content
	Soybean processed			
1.	Small pot	55 – 75	10.000	10 pcs
2.	Big pot	40 – 45	7.000	1 pc
3.	Tofu sutra	20 – 30	8.000	1 pc
4.	Long plot	25 – 35	20.000	10 pcs
5.	Soya Milk	15 – 20	7.000	1 pc
6.	Tak wa (round tofu)	10 – 15	25.000	5 pcs
7.	Tofu edge	3	6.000	1 pc
	Other food			
8.	Small salty greens	15 – 17	7.000	1 pc
9.	Big salty greens	10 – 15	15.000	10 pcs
10	Chicken egg	2 – 3	30.000	10 pcs
11.	Salty egg	1 – 2	4.000	1 pc

Source: Best Selling Product Data Recording from UD. Source of fortune

Table 3 shows some of the best-selling product items from UD. Sumber Rejeki sells per day with this number. It can be seen that only a few items of interest from piety or round tofu were sold and the best selling items were tofu in small plots and large plots. So, UD. Sumber Fortune produces tofu this type of piety is not much. The difference in making piety with other tofu is also different so that it produces a different taste. In the process of making takwa, the composition of soybeans is used more compared to the process of making other types of tofu. Takwa uses twice the composition of soybeans which makes the texture of takwa denser and softer, compared to other tofu making processes. Thus, the selling price of piety is also higher than other types priced at IDR 5,000/chip. Sales of kiosks at UD locations. Sumber Rejeki in the market for silken tofu products is wrapped in banana leaves so that it becomes an attraction for consumers, where silken tofu is specifically made for cooking soup. Thus, this is the only silken tofu on the lower market. During its production, it is filtered 3 times more than other ordinary tofu, so that it produces silky or soft tofu.

Table 4 Interview Results with Consumers of UD. Sumber Rejeki

No	Questions	Percentage	Answer
1	How does the tofu taste?	99%	Delicious, the taste is not changed
2	Have you tried other tofu?	85%	Have tried other tofu
3	How about the price offered?	88%	No problem

Source : researcher Interviewing with the consumers in the shop pf UD. Sumber Rejeki

Researchers also conducted interviews directly with customers and consumers who shop at UD. Sumber Rejeki around 30 (thirty) consumers. The results from Table 1.3 show that the average consumer from UD. Sumber Rejeki are aged 30 years to 60 years and the upper middle class who have an average income of more than IDR 3,000,000 / month (three million rupiahs) who are not concerned about price where for them there is a price there is a quality product produced and already married, namely mothers, fathers, and the elderly (grandmothers, grandfathers) said that they liked UD products. The source of Fortune is because the taste of the tofu itself has not changed and is not sour, it can even be eaten raw, according to some consumers. From takwa products, women and the elderly buy more takwa which is used for medicinal soup and fried. Know the types of small plots, large plots, and long plots are more popular among women and men. The activities of this pre-survey the researchers carried out according to the working hours of the UD kiosk. Sumber Rejeki in the lower market and conducts questions and answers during the shopping session to direct consumers and answers from direct interviews by researchers to consumers at the average kiosk are mostly like that, so the researcher summarizes the majority into one answer.

Table 5 Interview Results with Competitors

No	Questions	Percentage	Answer
1	Sell in the kios as well as the producers	60%	Producer
2	Take the nuts from the first -hand / no	100%	First- hand raw material
3	Regrading the increase of imported peanuts. What is the bussines solution?	100%	The volume of tofu is decreased

Source: Researcher Interview with Chinese Tofu Production Competitors in Pekanbaru

Researchers conducted surveys and interviews with tofu industry competitors whose production of Chinese tofu uses imported beans and is B2C (Business to Customer) in Pekanbaru City, namely Mr. Tune and Mr. Edi. From the results of table 1.4 it can be seen

the equation of UD. Sumber Rejeki, who took the supplier of imported soybeans firsthand in Pekanbaru City. Peanut & Pesaing said that the first hand of the peanut supplier himself was in Medan City and distributed to Pekanbaru, so all imported peanuts in Pekanbaru City were sent from Medan, said Mrs. Peing & Pesaing. Competitors charge per piece of tofu at a price of Rp. 700, - rupiah and Rp. 800, - rupiah. Mr. Tune (Competitor I) produces tofu and sells it only at his home and does not distribute it to markets or supermarkets, meanwhile, Mr. Edi (Competitor II) produces tofu and sells it at the market stalls and distributes it to several markets in Pekanbaru City as well. Competitors have responded to the increase in soybean prices by reducing the volume of tofu sizes to market.

Table 6 List of Competitor Product Sales

No	Type of product	UD. Sumber Rejeki	Mr. Edi	Mr. Tune
1	Small pot	Yes	Yes	Yes
2	Big pot	Yes	Yes	Yes
3	Tofu Sutra	Yes	No	No
4	Long pot	Yes	No	No
5	Soya milk	Yes	Yes	Yes
6	Tak hwa (round tofu)	Yes	Yes	No
7	Tofu edge	Yes	No	No
8	Tofu skin	No	Yes	No

Source: Processed by Researchers

UD. Sumber Rejeki has the advantage of various products compared to other competitors. The difference with UD. The source of Fortune is that Mr. Tune (Competitor I) doesn't make piety anymore because consumers rarely buy. There is no innovation from competitors at this time and the response of competitors to the increase in imported soybean prices is by reducing product volume.

Table 7 Interview Results with Mr. Tune's Competitor Consumer

No	Questions	Precentage	Answer
1	How does the tofu taste of Mr. Tune?	70%	Delicious, not too sour

2	Have you ever shopped the other Chinese tofu? Where?	100%	Ever, the market, supermarket
3	Have you ever bought Chinese tofu in UD. Sumber rejeki in the market?	80%	Never tried or known

Source: Researcher Interview with Mr. Tune's Competitor Consumer

The researcher also conducted a pre-survey of interviews with Mr. Tune's competitor consumers. Interviews were conducted when Mr. Tune's consumers bought their products at Mr. Tune's house with 10 (ten) consumers. Table 1.6 can be seen that Mr. Tune's consumers have never heard of, tried or know about UD. Sumber Fortune in the lower market. However, some consumers know and have purchased and stated that tofu from UD. The source of Fortune is quite expensive.

The problem experienced by UD.Sumber Rejeki is the lack of branding of the products offered so that people in Pekanbaru City are increasingly familiar with products from UD.Sumber Rejeki. The product from UD.Sumber Rejeki itself is of premium quality by keeping the taste of the product constant (not changing and not sour) and a type of tofu that is identical and different from other types so that it becomes a superior value for product quality for UD.Sumber Rejeki. So, according to the researcher, knowing takwa, which is rarely purchased per day by consumers, should be made into a highlight that is sold specifically on weekends and should be UD. Sumber Rejeki has also started to go digital in promoting its products, which in the digital era 4.0 are all digital to reach more market. Most of the consumers from UD. Sumber Rejeki are the upper middle class who are more picky about the taste of food and health for the body.

THEORETICAL REVIEW

Business Model Canvas

BMC is a tool developed by Osterwalder and Pigneur (2014) explaining that the Business Model Canvas consists of nine business building blocks. This building block contains key sections that describe how the organization creates benefits for and also benefits from its customers. The sections in the Business Model Canvas include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships and Cost Structures, developed to help business organizations and novice entrepreneurs to map and analyze business models. they.

SWOT Analysis

According to Rangkuti (2013: 483) SWOT analysis is a comparison between external factors of opportunities and threats with internal factors of strengths and weaknesses. Internal factors are entered into a matrix called IFAS (Internal Strategic Factor Analysis Summary). External factors are also included in the EFAS (External Strategic Factor Analysis Summary) matrix. SWOT analysis is one of the well-known internal and external environmental analysis instruments for companies.

Forces Porter Analysis

According to Porter (2011: 33) says that Porter's Five Forces Model Analysis is an approach that is widely used to develop strategies in many industries and can be seen as a combination of five competitive forces in business.

RESEARCH METHODS

The research approach used in this study is a qualitative approach. The theoretical basis in a qualitative approach is that researchers try to understand a condition and its relation to analyzing certain documents. Based on the problems raised in the identification and formulation of problems in research, it prioritizes the problems of process, meaning, understanding, interaction, and analysis. According to Sugiyono (2016: 9) a qualitative descriptive method is a research method based on the philosophy of postpositivism used to examine the condition of natural objects. This research is included in descriptive qualitative research because it intends to describe information about data obtained from the field in the form of written or oral data (interviews) as well as questionnaires from respondents during the implementation of the research. The analytical method used is descriptive analysis which gives a clear and correct description. The technique used is descriptive analysis which provides an overview and meaning of existing indicators, compares and links between one indicator and another. The method of analysis in this study *BMC, SWOT Analysis dan 5 Forces Porter*.

RESULTS AND DISCUSSION

BMC analysis

The author will design and analyze the elemental factors of the BMC that is being carried out by UD. Sumber Rejeki is the new BMC that the author has proposed or determined for the company. It is expected later that the company can implement the BMC that the author will propose.

SWOT analysis

Table 8 SWOT Matrix Mapping

IFAS	STRENGTH (N/ Determine 5.10 internal strength factors	WEAKNESS (W) specify 5-10 internal strength factors
OPPORTUNITIES (O) Determine 5-10 external opportunity factors	STRATEGY SO Create a strategy that uses strengths to take advantage of opportunities	STRATEGY WO Create strategies that minimize weaknesses to take advantage of opportunities
THREATS (1) Determine 5-10 external threat factors	ST STRATEGY Create a strategy that uses strengths to overcome threats	STRATEGIC WT Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti, Freddy (2017:26)

According to Rangkuti (2017: 83-84) the SWOT Matrix is a tool used to compile the company's strategic factors, namely the SWOT Matrix. This matrix can clearly describe how external opportunities and threats are faced company can be adjusted to the strengths and weaknesses owned by the company. The following explains how to determine the SWOT matrix:

a. SO Strategy (Strengths – Opportunities)

This strategy is made based on the company's mindset, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible.

b. Strategi ST (Strengths – Threats)

This strategy is a strategy in using the strengths of the company to overcome threats.

c. Strategi WO (Weaknesses – Opportunities)

This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.

d. Strategi WT (Weaknesses – Threats)

This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

Analisa 5 Forces Porter

After the researchers will analyze the factors of 5 porter forces from UD. Sumber Rejeki, the researcher will propose a competitive advantage from the analysis of the 5 porter forces, in which the researcher hopes that the company can excel in competition and implement the proposed research design. competitive advantage (*competitive advantage*) according to Porter E Michael (2011: 37) is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry.

Table 9 General Strategies for Competitive Advantage

		COMPETITIVE ADVANTAGE	
		Lower Cost	Differentiation
COMPETITIVE SCOPE	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Focused Differentiation

Source: Porter, E. Michael (2011:39)

There are two basic competitive advantages namely, lower costs and differentiation. Lower costs are a company's ability to design, manufacture, and market comparable products more efficiently than its competitors. Differentiation is the ability to provide unique and superior value to buyers in terms of product quality, special features, or services (Porter: 37).

Underlying the concept of a generic strategy is that competitive advantage is at the heart of every strategy, and to achieve an advantage, companies must make choices. If a company wants to make a profit, it must choose the type of competitive advantage it wants to achieve and the scope in which it can be achieved (Porter: 40).

DISCUSSION

1. *Business Model* U.D. The old Source of Fortune is underway

The business model explains the background of how an organization creates, delivers and obtains values from a business. The concept of a business model must be understood by all parties involved with a presentation that is simple, relevant and intuitively easy to understand with no intention of simplifying the functions of a very complex company organization. Osterwalder and Pigneur (2012), innovate and divide the stages in compiling a business model into 9 elements. The old canvas business model is still or is

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being implemented by the company. UD. Sumber Rejeki, the elements of the business model canvas have been described and can be seen in table 10:

Table 10 Business Model Canvas long running

Key Partnership	Key Activities	Value Proportions	Customer Relationship	Customer Segmental
Neighborhood unit & community unit, supplier of soybean raw material PT. FKS Multi Agro; supplier of firewood- Mr.De	Product production and seling product	Using premium raw material from imported soybean. Sells of shapes and sizes of tofu. Selling other merchandise such as local chicken egg, salty egg and salty greens	Personal Assistance- interact interpersonal	-Direct consumers: market visitors -Bisnis consumers: orchid graden restaurant, Anom restaurant Pekanbaru
	Key Resources		Channels	
	Raw material, machine, capital financial		Saving mobile number	
Cost Structure			Revenue Streams	
Fixed cost: rent market stall, raw material			Processed soybean product: soya tofu	
Variabel cost: machine maintenance, vehicle servicing cost, electricity, water, trash, patrol security			Other food product: salty egg, local chicken eggs etc.	

Source: UD. Source of Fortune

2. Position Based Company Review SWOT UD. Source of Fortune

A. External Environment Analysis (EFAS)

In this activity, the researcher determines which factors are categorized into opportunities or threats, and the results are made into values by the researcher.

Table 11 EFAS UD. Sumber Rejeki

External strategy factor	Significant level	Weight	Rating	Weight x rating
Opportunity				
Liked by all genre	3	0,14	5	0,71
Strategic location	3	0,14	5	0,71
Rich in benefit	3	0,14	5	0,71
Easy to process	3	0,14	4	0,57
Affordable prices	2	0,10	3	0,29
Threat				
Increase in raw material prices	3	0,14	5	0,71
Local community protest	1	0,05	2	0,10
Market thug	1	0,05	2	0,10
Natural weather condition	2	0,10	3	0,29
Total	21	1		4,19

Source: Processed by Researchers

It can be seen from table 11 that the opportunity factor in UD. Sumber Rejeki has a high significant level so that it also creates a high rating, as we know that products made from processed soybeans are very popular with various genres in society and are products that are rich in benefits and easy to process and a strategic location where the sales stalls from UD. Sumber Rejeki are the Pekanbaru City Tourism Market, an icon of a tourist attraction for outsiders when visiting Pekanbaru City. From a high-level threat standpoint, the rise in raw material prices is influenced by the dollar exchange rate or the depreciation of the rupiah. In addition, weather conditions affect the quiet places to sell, such as rain, where the people of Pekanbaru are prone to going out to shop at the market, causing the market location to be quiet.

B. Internal Environment Analysis (IFAS)

In this activity the researcher also determines the factors that are categorized into strengths and weaknesses and the results are made into values by the researcher.

Table 12/EFAS UD. Sumber Rejeki

External strategy factor	Significant level	Weight	Rating	Weight x rating
Strength				
Taste quality	3	0,18	5	0,88
Using imported raw material	3	0,18	5	0,88
Daily new production	3	0,18	5	0,88
Reliable human resources	3	0,18	5	0,88
Offer a wide variety products	2	0,12	4	0,47
Weakness				
Remaining sales product	2	0,12	2	0,24
Marketing / sales	1	0,06	2	0,12
Total	17	1		4,35

Source: Processed by Researchers

It can be seen that in table 12 the strength level of UD. Sumber Rejeki is quite high to produce a quality taste that is permanent and also uses imported raw materials and is not spared from reliable human resources. UD. Sumber Rejeki also offers various types of processed soybean products. However, the weakness of UD. Sumber Rejeki lies in the lack of marketing/sales media and the occurrence of leftover stock if sales at the kiosk are not sold out. However, UD. Sumber Rejeki overcomes this by soaking the tofu products in water so they can be sold again the next day.

C. Strategy Matrix

From the results of determining the factors that are categorized into EFAS and IFAS, the following results from the strategy matrix that can be used.

Table 13 UD Strategy Matrix. UD Sumber Rejeki

IFAS → ↓ EFAS	<u>STRENGTH (S)</u> 1. The quality of the taste of the product is maintained 2. Using imported raw materials 3. New production every day 4. Reliable human resources 5. offer many kinds of products	<u>WEAKNESS (W)</u> 1. not sold out product 2. marketing/ sales
<u>OPPORTUNITIES (O)</u> 1. liked by the community 2. rich in benefits 3. is a food that is easy to process 4. including affordable prices 5. strategic location	<u>STRATEGY SO</u> 1. Increasing reliable human resources to continue to produce good quality products 2. Offer soybean products that are easy to process 3. Offering premium raw materials at affordable prices	<u>STRATEGY WO</u> 1. improve branding for long-term business opportunities 2. Add marketing and partnership reviews
<u>THREATS (T)</u> 1. increase in imported raw materials 2. local community environment 3. weather conditions that affect	<u>STRATEGY ST</u> 1. create competitiveness	<u>STRATEGY WT</u> 1. determine a reasonable price by reducing profits without reducing product quality

Source: Processed by Researchers

Judging from the results of table 13, namely the strategy matrix combined by factors from IFAS and EFAS that creates opportunities and strengths, namely SO and weaknesses and opportunities, namely WO. Where this strategy can be used to increase sales turnover of UD.Sumber Rejeki and increase product branding from UD.Sumber Rejeki in the current industrial era 4.0. It is important to pay attention to SO and WO strategies in building this industry, so UD. Sumber Rejeki must pay attention to the strategy matrix.

3. Forces Porter UD. Source of Fortune

The following is the analysis of Porter's five forces in UD. Sumber Fortune conducted by researchers.

1. Threat of New Entrants

Newcomers will quickly be interested in entering a business if there are many benefits to be gained from the business. New entrants certainly add to the level of competition as well as pose a threat to a business. The threat of newcomers entering the business of various processed soy bean products has a very big opportunity, one of which is tofu products, where this business does not require large capital, alias from its own capital or assisted by the family, and also for the location of the business, it does not need large costs, which are classified as household business. As well as sales of this business can be done as a distributor or producer. (Dinora, 2019)

The size of this potential strength is influenced by the size of the barrier to entry into an industry. Several barriers to entry into this industry, such as the expertise and reliability of human resources in how to produce products, the use of quality product raw materials so as to produce quality products as well. Based on this analysis, UD. Sumber Rejeki continues to maintain product quality through the taste it produces.

1. Threat of Substitute Products

The more goods or services that can replace a company's product, the weaker the company's position will be. So that the increasing number of substitute products and services in business indicates that this threat has a very strong position in a company's business (Dinora, 2019). One of the processed soybean products which is a threat to substitute products from tofu is tempeh. Judging from the price competition, tempeh is relatively cheap so that people also like tempeh. The nutritional value of tempe is higher than tofu because tempe goes through a compaction process compared to tofu which

contains water content however, tempe cannot be consumed in large quantities because it can inhibit nutrient absorption compared to tofu. (hellosehat.com)

2. Bargaining Power of Customers

Threat of customer bargaining power for UD. Sumber Rejeki is fairly strong because the product prices offered by competitors are very competitive. Customers or consumers usually choose products and services that have economical prices. The large selection of similar products makes it easy for consumers to move to other products or competitors (Dinora, 2019). However, UD. Sumber Rejeki continues to maintain the quality of its own processed products, in which the resulting taste remains the same or does not change, so that consumers and customers still like the products produced by UD. Source of fortune. So to be able to continue to survive and develop, UD. Sumber Rejeki requires innovations and differentiation from other products in order to provide added value to consumers and customers.

3. Competition with competitors in the same industry

UD. Sumber Rejeki has several competitors in the same business industry. So with the increasing number of competitors with competitors in the same industry, it indicates that this threat has a very strong position in the tofu product business. Several tofu sales businesses use imported raw materials and producers in Pekanbaru, one of which is Mr. Tune and Mr. Edi.

4. Bargaining Power of Suppliers

Bargaining power of suppliers is not something to worry about in this business, because UD. Sumber Rejeki is a producer of processed soybean products and produces high quality products with a high taste and can also produce in large quantities. In the supplier of soybean raw materials, UD. Sumber Rejeki took first hand in Pekanbaru City.

4. Create a new BMC that is in line with the new SWOT analysis and Porter's 5 Forces on UD. Source of fortune

Based on the analysis that has been done, the company needs to adjust its business in the form of BMC. The implementation of strategies that can be used must refer to the combination of strategies that have been described in the combination of SO and WO strategies. So this strategy is included in the new BMC. The combination design of SO and WO strategies will be the main strategy model taken by the company to implement in the future to increase UD's sales turnover. Source of fortune. The new remodeling business

model canvas is described as follows:

Table 14 proposed BMC

Key Partnership	Key Activities	Value Proportions	Customer Relationship	Customer Segmental
Neighborhood unit & community unit, supplier of soybean raw material PT. FKS Multi Agro; supplier of firewood- Mr.De	Product production and selling product	- Premium raw material - reliable human resources - highlights Takwa products - innovate dregs tofu	Personal Assistance -	-Direct consumers: market visitors
	Key Resources		Channels	
	Raw material, machine, human resources, vehicle		WA bussiness, IG & FB Businness	
Cost Structure			Revenue Streams	
Fixed cost: rent market stall, raw material			Processed soybean product: soya tofu	
Variabel cost: machine maintenance, vehicle servicing cost, electricity, water, trash, patrol security			Other food product: salty egg, local chicken eggs etc.	

Source: Processed by Researchers

From the business model canvas (BMC) proposed above, the researcher offers several points on several BMC elements where these points can be used as an evaluation of UD. Sumber Rejeki for the development of an existing business model with the following considerations:

- a. *Customer Segments*, researchers focus on B2C consumers or business to customers where, UD sales. Sumber Rejeki more from direct consumers compared to business consumers and resellers. If, branding from UD. Sumber Rejeki is well known, so business consumers and resellers will come by themselves, as well as UD. Sumber Rejeki is targeting millennials who care about their health, considering that since the Covid-19 pandemic, people have started to pay attention to their health, including the food they will consume.

Table 14 Customer Segment UD Sumber Rejeki

No	Costumer segment	Age /year	Income / month
1	Direct consumer	29 – 70	>3.500.000
2	Channel	21 – 60	>3.500.000

Source: Processed by Researchers

- b. *Value Proposition*, researchers still make using imported raw materials and add reliable human resources and suggest that items that are not selling well every day can be sold for weekends only compared to every day, so that they are unique compared to other competitors. As well as utilizing the dregs from the remaining processed soybeans to be a selling point.

Table 15 Composition of Tofu Dregs Nutritional Value

No	Nutrition	Rate %
1	Proteins	23,55
2	Fat	5,54
3	Carbohydrate	26,92
4	Water	10,43
5	Ash	17,03
6	Coarse fiber	16,53

Source: Pudjihastuti in Tarmidi, 2011

Based on the table above, the composition of the nutritional value of tofu dregs is high

and rich in benefits. Tofu dregs can be used as animal feed products such as poultry, without having to dispose of processed residues from soybean production and contaminating the surrounding environment.

c. *Channels*, the researcher added that there is a need for product branding on social media such as IG, WA and FB. Where in the current industry 4.0 is an industry of technology. So, for product branding it is important and building partnerships.

Social media is an important tool in everyday life and you could say social media is a necessity for the community, especially the millennial generation.

Table 16 BMC Social Media Users Based on Age & Gender
source : Databoks,2020

Pengguna Media Sosial di Indonesia Berdasarkan Umur & Gender (Statista, 2020)

Sumber : Statista, 19 Februari 2020

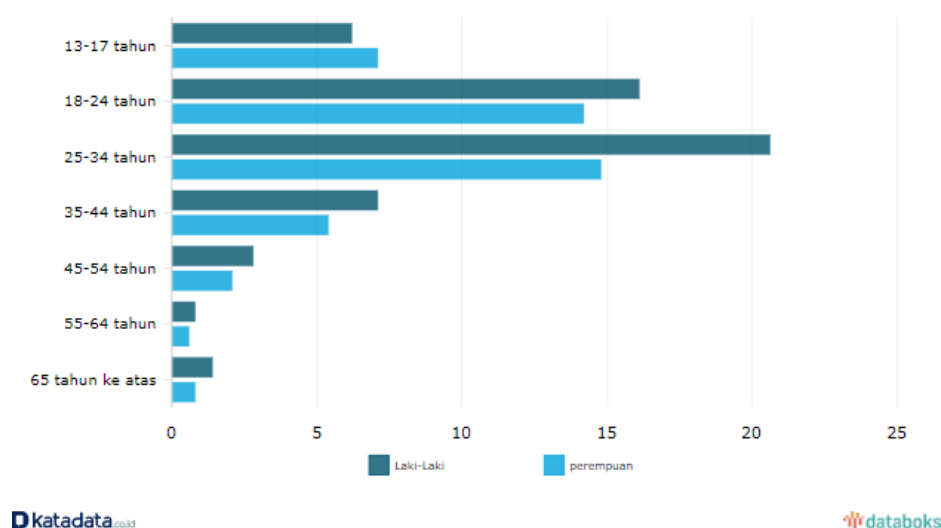
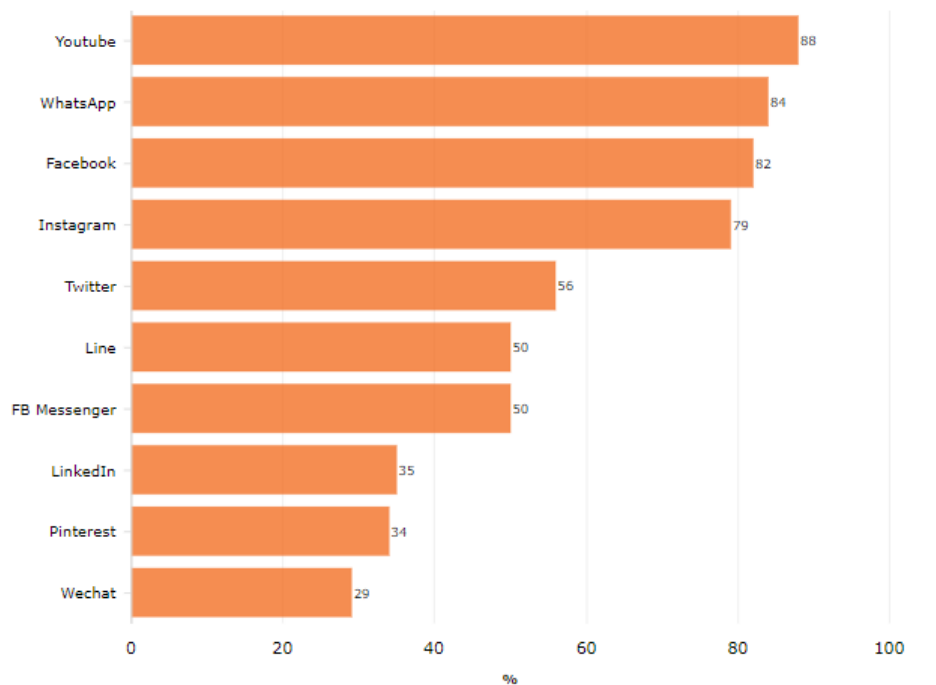


Table 17 Frequently Used Social Media

10 Media Sosial yang Sering Digunakan 2020

Sumber : We Are Social, Hootsuite, 2020



Datadata.co.id

source: Databoks, 2020

databoks

Based on the table above, it is said that the millennial generation is undeniably using cellphones and using social media. The social media used by the millennial generation are Youtube, WA, FB and IG which are often used and in demand.

d. *Customer Relationship*, researchers suggest to build relationships with consumers and customers. Building relationships is very important in a business, with feedback between relationships it will produce more innovative and advanced businesses as well. One way to maintain a relationship is by giving bonuses and price discounts to regular customers or old customers.

It is *Revenue Streams*, the researcher did not add, which is where maintenance costs in an industry are unavoidable. Maintenance at UD. Sumber Rejeki is a machine for making tofu, fire smoke, water heater, and other machines in making tofu.

f. *Key Resources*, in this industry requires the cost of machinery, raw materials and financial business capital. The researcher added that increasing reliable human resources is not far

from the help of sophisticated machine technology to save labor costs as well as manufacturing time and the amount of product production produced.



Model & Tipe	: ET DF01
Penggerak	: Cylinder Press
Sistem Kerja	: Manual
Material Press	: Stainless Steel
Rangka	: Stainless Steel
Kapasitas Produksi	: 12 Kg / Jam
Dimensi Produk	: 60 x 45 x 120 cm
Harga	: Rp 3.600.000

Figure 1 Tofu Press Machine & Specifications

Source: Processed by Researchers

Given that UD. Sumber Rejeki still uses traditional machine tools in printing and making production so that it takes a long time and also drains a lot of energy, using sophisticated machine technology which includes tofu stashing and tofu cutting so that it takes less time and saves energy in the production process .

g. *Key Activities*, researchers did not add anything to production or sales activities at UD.

Source of fortune.

h. *Key Partnerships*, the researcher does not add to this BMC section because, in this section UD. Sumber Rejeki has chosen the first-hand supplier in Pekanbaru City and the supplier of firewood with the same person since the founding of this industry.

i. *Cost Structure*, in the re-branding of the UD industry. Sumber Rejeki in advancing and

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being able to compete with other MSME products. The following are some additional costs in the new BMC process proposed by researchers:

Table 18 Estimated Initial Investment for UD. Sumber Rejeki Re-Branding

No	Type	Amount	Price	Content
1	Logos	1	1.000.000	1pc
2	Product packaging	1000	150.000	1000 pcs
3	Marketing	1	2.000.000	30 days
4	New machine	4	14.400.000	4 pcs
	Total		17.550.000	

Source: Processed by Researchers

1. Logo

In the product re-branding process, a logo is indispensable in establishing a company. UD. Sumber Rejeki currently does not have a logo design in its industry. Logo creation can be done in logo creation services for professional results and increase consumer appeal in seeing a product logo used. The price offered for logo creation services is one million rupiah to five million rupiah or even more depending on the level of difficulty and willingness of the company.

2. Product Packaging

This stage is also important in the product re-branding process, UD product packing. Sumber Rejeki is currently just clear plastic without a sticker or stamp on the product packaging. Product packaging has an effect on the attraction of consumer purchasing power. For initial investment, researchers suggest using screen printing on clear plastic with a description of the logo, business name and channel.

3. Marketing

In the re-branding process, marketing costs are also an important stage because, to reach a wider audience and more consumers on social media. Marketing costs can be adjusted according to the promotional needs of the company.

4. Use of New Technology Machines
In branding to simplify and shorten the production and manufacturing process, sophisticated machine technology is needed compared to work that is still manual and requires a lot of energy. By using sophisticated machines to produce a lot of products in a short time anyway.

CLOSING

From the results of the research and analysis that has been done, it can be concluded that the remodeling business of UD. Sumber Rejeki by concluding that:

1. *Business model* UD. Sumber Rejeki which is being implemented needs to be renewed in order to increase sales turnover and competitive advantage.
2. Company position based *review* SWOT UD. Sumber Rejeki shows that this business industry still has a pretty good chance to win over the market or consumers, where the strategies that can be used are product re-branding by utilizing the selling value of leftover processed soybeans and changing logos, product packaging and expanding marketing.
3. Based on the analysis of external and internal factors, SWOT and the 5 Forces Porter business model that has been implemented, it can be made *remodelling business model* a new canvas to support the company's new strategy in running and developing the business.

Suggestion

Based on the results of research that has been done, taking into account the limitations of existing conditions, available costs and time constraints, this research still needs to be refined. As a suggestion from researchers, namely:

1. The company should be able to maximize its competitive advantage in maintaining product quality and the taste it produces.
2. We recommend that by remodeling the new business model canvas, the implication is that the company is expected to be able to carry out the strategies that have been designed to achieve high sales turnover and new market prospects in related industries, namely B2C.
3. For further research, it can expand the time period of the problem object under study, and add to the literature as a comparison.

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