Analysis of the Value Chain of Tofu Agroindustry in Masbagik District, East Lombok Regency

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ABSTRACT

The agricultural sector assumes a pivotal role in economic advancement through the proliferation of agribusiness, notably exemplified by the burgeoning tofu agro-industry in Masbagik District, East Lombok. This region is acknowledged as the preeminent center for tofu production in East Lombok, boasting 63 agro-industry units. This study endeavors to analyze: (1) the function of each marketing institution within Masbagik Regency, (2) the marketing margins that exist between tofu marketing entities in Masbagik Regency, (3) the added value accrued by each marketing institution in Masbagik Regency, and (4) the value chain mapping of the tofu agro-industry in Masbagik Regency. The research locale was selected employing the "Purposive Sampling" technique. The selection of respondents was executed using the "Slovin" Formula, yielding a total of 26 respondents, while the determination of respondents within each village was conducted through the "Stratified Purposive Sampling" method. Additionally, the identification of each respondent from other value chain actors utilized the "tracer" method. Data collection methodologies comprised interviews and questionnaires. The findings of the study reveal that: (1) The role of marketing institutions within the tofu agro-industry in Masbagik Regency is interdependent and significantly influences the seamless distribution and sustainability of the enterprise. (2) The marketing margin for soybeans across both channels is uniform, amounting to IDR 2,750/kg. In contrast, the tofu margin exhibits a disparity; Channel I, which includes retailers, incurs a margin of IDR 12,814/kg. Channel II is deemed more efficient as producers engage in direct sales to consumers. (3) The added value in tofu marketing within Masbagik District varies among the participants. Soybean suppliers realize a net profit of IDR 2,500 per kilogram. Tofu producers generate an added value of IDR 715,327 per production cycle, translating to approximately IDR 7,451 for each tray of tofu. Retailers secure the highest added value, which amounts to IDR 11,951 per kilogram. (4) The tofu marketing value chain map in Masbagik Regency illustrates that the added value escalates from suppliers to producers to retailers, culminating in a total value chain of IDR 21,902.

Keywords: added value, agroindustry, marketing margin tofu, value chain.

1. INTRODUCTION

The agricultural sector is an indispensable component of economic advancement, encompassing historical, contemporary, and prospective dimensions. This domain involves the adept utilization of natural biological resources through the cultivation of plants to yield food and energy, all while ensuring environmental sustainability (Srihidayati, 2022). Within the agribusiness paradigm, this sector is categorized into four subsectors, one of which is the agro-industry subsector. The agro-industry

subsector assumes a pivotal role in the agribusiness landscape, transforming agricultural products into semi-finished and ready-to-consume goods, or serving as inputs within the agricultural sector itself (Ilyas et al., 2024).

A notable manifestation of agro-industry witnessing remarkable expansion in Indonesia is the tofu processing industry. Tofu products are generated through traditional methodologies and exhibit promising market demand potential. However, small and medium enterprises (SMEs) encounter a myriad of marketing challenges, particularly those faced by micro and small enterprises (MSEs) in the Masbagik District, East Lombok Regency. Inefficiencies in marketing have the propensity to diminish producer income and jeopardize business sustainability in the face of intensifying competition (Purnawan et al., 2024).

The principal ingredient in tofu production is soybeans (Aida et al., 2023; Andreas, 2019). Soybeans possess substantial versatility as a food ingredient, industrial material, and animal feed (Pradita et al., 2021). In Indonesia, soybeans have long been acknowledged as a fundamental raw material for tempeh, tofu, tauco, soy sauce, and a myriad of other processed products (Kristiningrum and Susanto, 2015). Tofu consumption on Lombok Island demonstrates a notably elevated level, particularly in East Lombok Regency, which has registered a consistent upward trend in per capita consumption throughout the 2018–2023 period (BPS NTB, 2025). This phenomenon underscores the significance of tofu within the community's dietary practices and simultaneously presents opportunities for the advancement of the tofu agro-industry in the region.

Masbagik District is distinguished as the area with the highest concentration of tofu agro-industries in East Lombok Regency (Tajidan et al., 2024). According to primary data from 2024, there are 63 business units distributed across three villages: East Masbagik, Paok Motong, and Danger. However, enterprises in this region encounter a range of challenges along the value chain, encompassing fluctuating raw material prices, limited production technology, and suboptimal distribution and marketing strategies (Arifin, 2021). Consequently, the added value and profit margins obtained by producers are uneven, resulting in diminished product competitiveness.

Value chain analysis is indispensable for elucidating the role and contribution of each participant within the marketing system, as well as for assessing margins and added value. Consequently, this study endeavors to scrutinize the tofu agro-industry value chain in the Masbagik District of East Lombok Regency.

2. RESEARCH METHODS

2.1 Place and Time of Research

This research was conducted in three villages situated in the Masbagik District of East Lombok Regency, specifically Masbagik Timur, Danger, and Pok Motong Villages. The selection of villages was executed utilizing a purposive sampling technique. Purposive sampling is a non-random sampling methodology wherein researchers identify samples based on predetermined characteristics pertinent to the research objectives, thereby facilitating the provision of solutions to the challenges encountered (Silvia, 2019). Considerations in this study include the recognition of this region as a prominent hub for local tofu production, which possesses substantial potential yet concurrently grapples with various challenges within the agro-industry value chain.

2.2 Population and Sample

The number of respondents was ascertained by employing the Slovin method to ascertain the sample siz-

e predicated on a known population (Majdina et al., 2024), specifically 63 tofu producers distributed across three villages within the Masbagik District, namely Danger Village, East Masbagik, and Paok Motong. The Slovin formula utilized is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = number of samples,

N = total population (63), and

e = 15% or 0.15 (Munizar, 2019).

The analytical results indicate that the sample size comprised 26 respondents from the tofu production sector. Additionally, the value chain participants were delineated through a tracer methodology, which aims to collect comprehensive information regarding the tofu value chain, spanning from producers to consumers (Rizka et al., 2018).

2.3 Data collection technique

The types of data employed in this study are categorized into two distinct classifications: quantitative and qualitative data (Sugiyono, 2017). The sources of data utilized in this research encompass both primary and secondary data. Primary data comprises information acquired directly from producers who serve as respondents through in-depth, face-to-face interviews guided by a meticulously crafted set of questions. Conversely, secondary data pertains to information gathered from a variety of pertinent agencies or services, as well as from an array of books, journals, records, archives published both broadly and specifically, and various other media that substantiate this investigation (Saul and Susilo, 2015).

2.4 Data analysis

2.4.1 Analysis of the Role of Each Marketing Institution

According to Zellatifanny et al. (2020), descriptive research constitutes a methodology employed to unveil novel significances, elucidate existential conditions, ascertain the frequency of specific phenomena, and systematically categorize information. In parallel, Rukajat (2018) articulates that the objective of descriptive research is to assemble systematic, factual, and precise descriptions, representations, or illustrations of the facts, characteristics, and interrelationships among the phenomena under investigation. The descriptive analysis within this study meticulously delineates the roles of each participant in the value chain, encompassing raw material suppliers, tofu producers, distributors, and retailers. The interrelations among these actors, the dynamics of distribution flows, and their respective contributions to value addition are elucidated to furnish a comprehensive understanding of the entire process.

2.4.2 Marketing Margin Analysis

This analysis aims to elucidate the disparity between the price experienced by consumers and the price attained by producers. The marketing margin encompasses the aggregation of marketing expenses and profit margins (Su`udi, 2018), viewed from two distinct perspectives: the consumer price viewpoint and the marketing cost dimension.

Formula:

$$\text{MP} = \text{Pr} - \text{Pf}$$

Information:

Pr = price at consumer, Pf = price at producer

2.4.3 Value Added Analysis

The added value is determined from primary data using the margin method presented in the table.

Table 1. Margin method in value added analysis

No	Variables	Unit	Price/Unit	Equation
I	a. Revenue (IDR)	(a1)	(a2)	(a) = (a1xa2)
II	b. Cost (IDR)			(b) = (b1+b2)
	b1. Raw materials (IDR)	(b11)	(b12)	(b1) = (b11xb12)
	b2. Auxiliary materials (IDR)			(b2)
III	c. Added Value			(c) = (a)-(b)
	c1. Added Value (Rp/unit)			(d) = (c/a1)

Source: Darmawan (2020)

Formula:

$$NT - Pr - Pf - Bb$$

Information:

Pr = consumer price, Pf = producer price, Bb = material cost

2.4.4 Value Chain Map Analysis

Utilized to elucidate the progression of activities and the engagement of stakeholders within the tofu agro-industry value chain, this framework aims to delineate the intricate relationships and functions extending from suppliers to end consumers.

3. RESULTS AND DISCUSSION

3.1 Analysis of the Role of Marketing Institutions

Marketing is a managerial endeavor aimed at fulfilling individual needs or desires through the creation, offering, and exchange of valuable products (Ariyanto, 2023). In Masbagik District, entities such as suppliers, producers, and retailers assume a pivotal role in ensuring that tofu reaches consumers in an efficient manner, characterized by high quality and mutual benefit. Each participant in this ecosystem possesses interrelated and supportive roles and responsibilities.

3.1.1 Supplier

Suppliers are entities or individuals responsible for providing or arranging goods for sale (Pebakirang, 2017). In Masbagik, there exist merely two soybean suppliers who procure their supplies directly from substantial collectors in Mataram. The soybeans are distributed directly to producers without significant delays, thereby preserving quality and cost efficiency. Timely delivery is paramount, as any delays can disrupt the production process. Suppliers also contribute significantly to maintaining price stability and ensuring continuity of supply, while fostering long-term relationships with producers. They play an integral role in guaranteeing the quality of the soybeans and enhancing local economic efficiency by diminishing reliance on external market access.

3.1.2 Manufacturer

Producers are pivotal actors in the commercial landscape, endeavoring to augment the utility of goods or

services to fulfill consumer demands (Masfufah, 2019). This study encompassed approximately 26 household-scale tofu producers, each possessing between 5 and 25 years of experience. They bear the responsibility for overseeing the production process, establishing initial pricing, and ensuring the maintenance of product quality. The tofu-making process necessitates meticulous precision to yield a dense product that is highly sought after by consumers. Some producers opt to sell directly or leverage social networks to mitigate reliance on intermediaries and enhance profit margins.

3.1.3 Retail Traders

Retailers serve as pivotal participants in the trading ecosystem, facilitating the exchange of goods not manufactured by themselves, with the objective of reaching a broader market and generating profits. Six prominent retailers in Masbagik play a crucial role in alleviating the distribution burden for producers while adeptly tailoring product presentations to align with local preferences. Their significance is paramount in sustaining stable demand and income for producers. However, the existence of retailers also contributes to inflated prices for consumers. They function as a vital conduit for market intelligence to producers, despite grappling with challenges such as limited storage capacities, product damage, and fierce price competition.

3.2 Marketing Channel Analysis

Masbagik District serves as the epicenter of tofu production in East Lombok. The marketing process of tofu is orchestrated through various institutions, encompassing soybean suppliers to end consumers, with the paramount objective of maximizing added value. The linchpin of marketing success resides in attaining a selling price that surpasses production and distribution costs. The marketing channel comprises four principal actors: suppliers, producers, retailers, and end consumers. The pattern of the marketing channel employed significantly influences the costs, profits, and prices accrued by producers. Two distinct marketing channel patterns can be delineated:

3.2.1 Marketing Channel I

Producers supply tofu to retailers, who subsequently vend it to consumers. Retailers, functioning as intermediaries, exert influence over consumer prices by incorporating a profit margin. While producers are not directly engaged in the distribution process, they receive a diminished margin, whereas consumers typically incur a higher cost. This distribution channel was utilized by 26 respondents and is the most prevalent due to its convenience and the absence of direct producer involvement in sales activities. Supplier → Producer → Retailer → Consumer.

3.2.2 Marketing Channel II

Producers engage in direct sales to consumers, circumventing intermediaries. This distribution channel proves to be more efficient for producers whose clientele is situated in proximity to their business locations. Consequently, producers can achieve elevated revenue streams, while consumers benefit from more accessible pricing; however, the onus of distribution rests solely on the producers. This approach is employed by eight respondents, predominantly small-scale producers or those possessing direct customer networks. Although it affords more substantial profit margins, this channel has not yet emerged as the primary preference. Supplier → Producer → Consumer

3.3 Marketing Margin Analysis

Marketing margin denotes the disparity between the acquisition cost at the producer level and the retail price encountered by the consumer (Primyastanto, 2011). This margin is influenced by various factors,

including the length of the distribution channel, the volume of the product, and the number of marketing intermediaries engaged in the process.

Table 2. Marketing Margin of tofu in Masbagik District, Lombok Regency East

No	Perpetrator	Marketing Channels	
		I (IDR/kg)	II (IDR/kg)
1.	Soybean Supplier		
	a. Purchase price	10,000	10,000
	b. Selling price	12,750	12,750
	c. Marketing Margin (ba)	**2,750**	**2,750**
2.	Tofu Producer		
	b. Selling price of tofu	20,622	26,315
3.	Retail traders		
	a. purchase price	20,622	
	b. selling price	33,436	
	c. Marketing Margin (ba)	**12,814**	
4.	End consumers		
	Purchase price	33,436	26,315

Table 2 illustrates that in Channels I and II, suppliers procure soybeans at a rate of IDR 10,000/kg and subsequently sell them for IDR 12,750/kg, yielding a marketing margin of IDR 2,750/kg. This margin signifies the supplier's profit after accounting for distribution expenses. Given that all soybeans are sourced from large collectors in Mataram City and are directly distributed to producers, marketing margins across both channels exhibit a notable consistency, reflecting the stable and reliable role of suppliers.

In Channel I, producers sell tofu to retailers at IDR 20,622/kg, while retailers then offer it to consumers at IDR 33,436/kg, culminating in a marketing margin of IDR 12,814/kg for retailers. In contrast, Channel II facilitates direct sales from producers to consumers at a price of IDR 26,315/kg, eliminating intermediaries. The efficiency of direct sales has been substantiated as superior to that of sales via intermediaries (Ardillah, 2020).

Channel II confers more significant advantages upon producers due to the absence of retailers, while Channel I penetrates a broader market, albeit at elevated prices for consumers. The involvement of retailers frequently results in heightened prices at the consumer level (Furqon, 2014). This disparity underscores the variations in profit structures and operational efficiency across marketing channels. The differential margins realized by each participant are influenced by the marketing functions executed and the extent of costs incurred (Hasanuddin et al., 2020).

In comparison to the research conducted by Ardillah & Hasan (2020), the marketing margin realized by retailers in this study was notably superior, amounting to IDR 12,814/kg. This suggests that the tofu marketing framework in Masbagik exhibits significant inefficiencies, characterized by an imbalanced distribution of margins between producers and retailers. Conversely, Ardillah's study reveals a more equitable margin structure, aligned with the functions and costs incurred by each participant, where the total margin across all channels fluctuates between IDR 7,500 and IDR 8,000, distributed

proportionately according to the number of entities involved. For instance, in a two-tier channel, the margin is bifurcated: IDR 3,000 allocated to collectors and IDR 5,000 to retailers.

Moreover, Ardillah's research posits that the lengthier the marketing channel, the greater the margin attained; however, this does not invariably imply enhanced efficiency, as elevated margins may also signify inflated distribution costs and disproportionate profits that are not equitably shared (Ardillah & Hasan, 2020).

Additionally, both studies converge on the conclusion that direct channels linking producers to consumers represent the most efficient mode of distribution, as marketing margins can be diminished and producers can optimize their revenue. Consequently, these research findings underscore the imperative of advocating for the streamlining of distribution channels and empowering producers to engage in direct sales, thereby fostering improvements in marketing efficiency and equity in the distribution of value.

3.4 Analysis of Cost and Revenue Structure of Tofu Agroindustry

3.4.1 Variable Costs

Variable costs pertain to expenditures that vary directly in accordance with production volume (Siswanto, 2007). Within the framework of this study, variable costs encompass the expenses related to raw materials, auxiliary materials, and labor. The costs of raw materials predominantly comprise soybeans and water, aggregating to an average total of IDR 1,945,462. In addition, the expenses associated with auxiliary materials, which include firewood, bedding, husks, and sese, amount to IDR 132,230. Consequently, the average total expenditure for raw materials and auxiliary materials during a single tofu production cycle is IDR 2,077,692. Labor costs represent the remuneration allocated to workers involved in the tofu production process, averaging IDR 297,692.

3.4.2 Fixed Costs

Fixed costs denote expenditures whose magnitude remains unaffected by fluctuations in production volume (Andrias et al. 2018), one such example being the depreciation costs of equipment. Depreciation expenses are computed utilizing the straight-line method. The average depreciation cost per piece of equipment reaches IDR 5,468 for each production cycle, encompassing grinding tools, furnaces, large pans, cauldrons, cloth, presses, molds, stones, and knives. This expense encapsulates the burden of indirect costs attributable to the diminishing utility value of equipment over time.

3.4.3 Revenue

Revenue represents the aggregate value of the products manufactured, where the total revenue is contingent upon both the selling price and the quantity produced (Primyastanto, 2011). The production of tofu yielded an impressive total of 96 units, with an individual selling price set at IDR 31,346. Consequently, the total revenue generated during a single production cycle amounted to IDR 2,793,077. This figure epitomizes the sales of tofu to consumers. The substantial revenue figure underscores significant market potential and serves as a critical metric in strategic business planning.

3.4.4 Income

Revenue represents the aggregate sum of income, whether in monetary form or tangible goods, received from external parties or derived from business operations, and is appraised based on its prevailing monetary value (Madji et al., 2019). The total revenue generated per production process amounted to IDR 2,793,077, juxtaposed against a total cost of IDR 2,380,852, culminating in a net revenue of IDR 412,225.

3.4.5 Value Added Analysis

1) Supplier Added Value

Table 3. Added Value of Soybean Suppliers in East Lombok Regency

Value Chain Actors	Value (IDR/kg)
Soybean Supplier	
a. Purchase Price	10,000
b. Selling Price	12,750
c. Marketing Costs	
-Transportation	50
-Labor	200
Total cost	250
Value-added	2,500

A supplier procures soybeans at a cost of IDR 10,000 per kilogram and subsequently retails them for IDR 12,750 per kilogram. After accounting for transportation and labor expenses amounting to IDR 250 per kilogram, the resultant added value is IDR 2,500 per kilogram.

2) Producer Added Value

Table 4. Added Value of Tofu Agroindustry Business in East Lombok Regency

No	Description	Unit	Price (IDR/unit)	Value (IDR)
I	a. Revenue	96 (trays)	31,346	2,793,077
	b. Costs			2,077,750
	b.1. Raw Material Costs			
	b.11. Soybeans	151 (kg)	12,750	1,925,250
	b.12. Water	26 (ltr)	750	19,500
	b.2. Auxiliary Materials			
	b.21 Firewood	79 (bundels)	1,000	79,000
	b.22 Biomass (bunch, husk, sese)	6 (sacks)	9,000	54,000
III	c. Added Value			715,327
	c.1 Added Value (IDR/Unit)			7,451

According to Soehyono (2017), added value is defined as the disparity between the output value and the cost of raw materials, along with contributions from other inputs. The determinants of added value during the processing phase can be categorized into two primary groups: technical factors and market factors. In this study, producers generated revenue amounting to IDR 2,793,077 from the processing operations and incurred production costs of IDR 2,077,750. Consequently, the resultant added value reached IDR 715,327, which is equivalent to IDR 7,451 per tray of tofu.

A further investigation carried out by Ashwani Indryani et al. (2023) at UD Alam Semi, located in Jombang Regency, revealed a notably higher added value in comparison to the findings of this study. In that research, the added value derived from tofu processing attained IDR 10,581 per kilogram of raw material. Despite the enterprise in Jombang being relatively small-scale and employing rudimentary technology, the added value realized remains superior to that of tofu processing in the Masbagik District (Indryani et al., 2023).

3) Added Value for Retail Traders

Table 5. Added Value of Tofu Retailers in Masbagik District

Value Chain Actors	Value (IDR/Kg)

Retail Traders	
a. Purchase Price	20,622
b. Selling Price	33,436
c. Costs	
-Transportation	442
- Auxiliary Materials	421
Total cost	863
Value-added	11,951

Retailers buy tofu for IDR 20,622/kg and sell it for IDR 33,436/kg. With operating costs of IDR 863/kg, the added value is IDR 11,951/kg.

3.5 Value Chain Map Analysis

A value chain map is a concept that describes a series of activities for producing products and creating value (Nesia, 2024). This analysis is important for understanding the creation of added value at each stage.
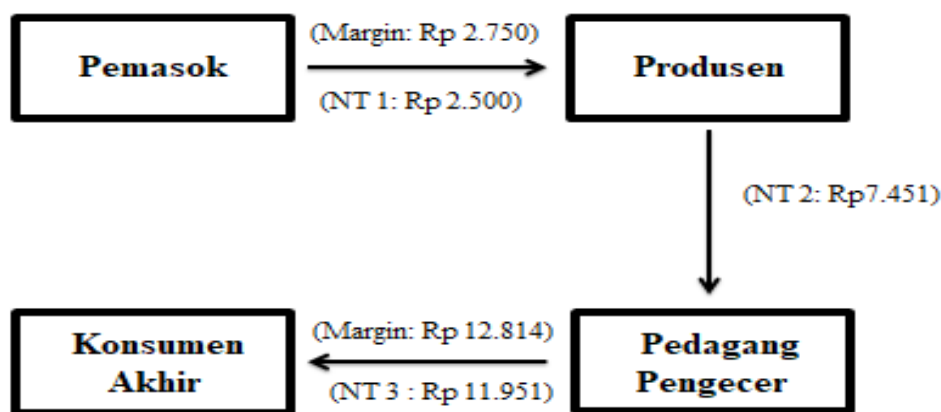

Figure 1. Tofu Agroindustry Value Chain

Based on Figure 1, the value chain in Masbagik District demonstrates a notable enhancement in added value from upstream to downstream, specifically NT_1 at IDR 2,500, NT_2 at IDR 7,451, and NT_3 at IDR 11,951. The cumulative value chain culminates at IDR 21,902.

In the preliminary stages, suppliers exclusively provided imported soybeans without any processing, resulting in diminished added value and margins (IDR 2,500 and IDR 2,750, respectively). Constrained market access and prices that hinge on producer demand have exacerbated this predicament.

Producers assume a pivotal role as they transform soybeans into tofu and establish the initial selling price for retailers. This production process yields an added value of IDR 7,451,000, albeit not at an optimal level due to restricted market access. The income of producers is contingent upon production efficiency and daily volume.

Retailers, as the terminal participants in the value chain, attain the highest added value, amounting to IDR 11,951, accompanied by a marketing margin of IDR 12,814. This advantage stems from their direct access to consumers and the autonomy to determine selling prices. Although they are not engaged in the production process, retailers can maximize revenue through strategic location and packaging methodologies.

Overall, producers have yet to attain a proportionate share of added value and margins that correspond with the efforts they invest in production. Consequently, there is a pressing need for enhanced capacity and market access to bolster producers' bargaining power.

3. CONCLUSION AND SUGGESTIONS

Every marketing agency within the agro-industry acknowledges that in Masbagik District, there exists a profound interconnection among various stakeholders, ranging from imported soybean suppliers and producers who function as processors and initial price determiners, to retailers who enhance distribution networks and disseminate market intelligence. Soybean margins across both channels exhibit parity (IDR 2,750/kg); however, tofu margins reveal substantial disparities: Channel I (via retailers) recorded a margin of IDR 12,814/kg, whereas Channel II (direct to consumers) demonstrates superior efficiency, yielding more lucrative margins for producers. The value added by each participant also diverges suppliers accrue IDR 2,500/kg, producers generate IDR 7,451 per tray (or IDR 715,327 per process), and retailers obtain IDR 11,951/kg. The cumulative value chain attains IDR 21,902; with producers positioned as the initial price setters, yet they do not fully capitalize on the maximum value due to impediments in market access, while retailers garner the highest value.

Marketing institutions ought to enhance coordination among stakeholders to streamline distribution channels and diminish marketing expenditures. Producers should be incentivized to leverage direct channels and amplify their production capacity. The government is anticipated to extend support through training, provision of facilities, and the advancement of distribution infrastructure. Further research is imperative on innovative processing technologies and marketing strategies to elevate product quality and enhance competitiveness.

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