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Marketing Mix of Mban Man White Tofu Factory

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Abstract

Mbah Man's White Tofu Factory is a micro-business that employs traditional yet consistent marketing strategies. This study aims to analyze the implementation of the marketing mix, which includes product, price, place, and promotion aspects, as applied by Mbah Man's White Tofu Factory in Gang Pangeran Suryanata, Banjarmasin. This study uses a qualitative descriptive approach with data collection techniques through observation, interviews, and documentation. The informants in this study consist of the factory owner, production manager, employees, and distributors. The results of the study indicate that: The product aspect shows that the factory maintains consistent tofu quality with a soft, dense texture that does not easily crumble; The price aspect is implemented through competitive pricing and adjustments based on fluctuations in raw material prices; The place or distribution aspect is carried out through a direct distribution system and trust between producers and distributors; The promotion aspect is carried out simply, namely through direct communication, customer testimonials, and verbal promotion. The conclusion of this study is that the marketing mix strategy consistently applied by Mbah Man White Tofu Factory is able to maintain business sustainability, increase customer loyalty, and strengthen competitiveness amid intense local market competition.
Keywords: Marketing Mix, White Tofu, Tofu Factory

Abstrak

Pabrik Tahu Putih Mbah Man merupakan usaha mikro yang menjalankan strategi pemasaran secara sederhana namun konsisten. Penelitian ini bertujuan untuk menganalisis penerapan bauran pemasaran yang meliputi aspek produk, harga, tempat, dan promosi yang diterapkan oleh Pabrik Tahu Putih Mbah Man di Gang Pangeran Suryanata, Banjarmasin. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, dan dokumentasi. Informan dalam penelitian ini terdiri dari pemilik pabrik, kepala bagian produksi, karyawan, dan distributor. Hasil penelitian menunjukkan bahwa: Aspek produk menunjukkan bahwa pabrik menjaga kualitas tahu secara konsisten dengan tekstur lembut, padat, dan tidak mudah hancur; Aspek harga dilakukan melalui penetapan harga yang bersaing serta disesuaikan dengan fluktuasi harga bahan baku; Aspek tempat atau distribusi dilakukan melalui sistem distribusi langsung dan kepercayaan antara produsen dan distributor; Aspek promosi dilakukan secara sederhana, yakni melalui komunikasi langsung, testimoni pelanggan, dan promosi secara lisan. Simpulan dari penelitian ini adalah strategi bauran pemasaran yang diterapkan oleh Pabrik Tahu Putih Mbah Man secara konsisten mampu menjaga

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keberlangsungan usaha, meningkatkan loyalitas pelanggan, serta memperkuat daya saing di tengah persaingan pasar lokal yang ketat.
Kata Kunci: *Bauran Pemasaran, Tahu Putih, Pabrik Tahu*

PRELIMINARY

Tofu is one of the most well-known and widely consumed foods among the general population. This product is made from soybeans that are processed into a solid form and is typically consumed as a side dish in daily life. Tofu is easy to prepare into various types of dishes and is reasonably priced. It is produced through simple home-based processing as well as large-scale industrial production, and serves as an essential food ingredient in meeting the needs of the community. In the city of Banjarmasin, there is a small-scale tofu factory named *Pabrik Tahu Putih Mbah Man* that produces white tofu using a simple production method. The tofu from this factory is made without preservatives and using a traditional production process, thereby maintaining the natural taste and quality of the tofu. Such white tofu products are still in high demand as they are considered fresher and safer for consumption (Alfathan, 2023).

Home based tofu producers, such as *Pabrik Tahu Putih Mbah Man*, face various challenges in running their businesses. One of these challenges is the limited use of more modern promotional media. These businesses have not yet utilized digital technology as a means of promotion and still rely on simple methods to reach consumers (Siregar et al., 2021). The distribution system implemented is still simple because it relies solely on direct sales at the production site or through a few regular customers. Fluctuations in the price of raw materials such as soybeans are also a hindrance because they affect daily production costs. Therefore, the marketing strategy implemented needs to be adjusted to field conditions while maintaining the characteristics and trust of the community that have been established for a long time.

Marketing strategy is an important aspect that needs to be considered in running a business, especially in the micro business sector. Marketing is still necessary to make the products produced more widely known and accepted by consumers, even though the scale of the business is small. The marketing mix was chosen as the focus of this study because it covers four main elements that are interrelated and influence the success of a business, namely product, price, place, and promotion. These four aspects are not only intended for large companies but are also relevant for small-scale businesses aiming to sustain their operations. Therefore, it is important to examine how the marketing mix is applied in micro businesses in practice, so that it can serve as a learning opportunity for other SMEs facing limitations in terms of capital and technology (Anjayani & Febriyanti, 2022).

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Tofu production in small businesses such as Mbah Man's White Tofu Factory still relies on limited management and marketing systems. Limited access to marketing training, a shortage of employees with specialized skills in promotion, and suboptimal product packaging and presentation pose unique challenges in reaching a wider consumer base. This situation further underscores the need for an effective marketing strategy, not merely to enhance product appeal but also to ensure the sustainability of a business that has been passed down through generations. Tofu production in small business environments such as Mbah Man's White Tofu Factory still relies on limited management and marketing systems. The lack of access to marketing training, limited employees who have special competencies in promotion, and not maximizing product packaging and presentation are challenges in reaching wider consumers. This condition further emphasizes that the right marketing strategy is needed, not only to increase the attractiveness of the product, but also to maintain the sustainability of the business that has been initiated from generation to generation.

In relation to this, this research aims to examine in depth how the marketing mix strategy is implemented at Mbah Man's White Tofu Factory, as well as how each element in the marketing mix contributes to business sustainability. The findings of this study aim to contribute in theoretical aspects and practical applications, both for other food MSME players and for academics in developing marketing theory in the context of traditional businesses. This research can also be a reference in designing local wisdom-based marketing strategies that are adaptive to changes in the business environment (Buulolo & Susanto, 2022).

METHOD

The research method used was qualitative with a descriptive type. The research took place at the Mbah Man White Tofu Factory located on Gang Pangeran Suryanata. The subjects of this study were the factory owner, the head of production, two employees, and three distributors who were directly involved in the production and distribution of white tofu. Data was obtained through observation, in-depth interviews, and documentation. Observations were conducted to gain a direct understanding of the production process, distribution, and interactions with consumers. Semi-structured interviews were conducted with key informants to explore information about the marketing strategies implemented. Documentation was used to supplement the data, including photos of activities, production records, and other supporting materials.

RESULTS AND DISCUSSION

Mbah Man's White Tofu Factory, located in Pangeran Suryanata Lane, is one of the

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examples of micro businesses that are able to survive and thrive with traditional marketing strategies. The factory relies on product strength in the form of quality white tofu, direct distribution to customers, and verbal promotion through customers and distributors. The strategy has proven effective in building customer loyalty and strengthening consumer trust, especially since the factory does not use preservatives and maintains product freshness every day (Gunawan et al., 2023).

Mbah Man's White Tofu Factory is a family micro enterprise engaged in traditional white tofu production. This business was first pioneered by Mbah Man's family between 1980 and 1990 with the aim of meeting the local community's need for quality tofu. After being halted due to various factors, in 2018 the business was revived by the next generation of the family with a new spirit to preserve tradition while responding to market demand. Located at Jl. Mayjen Sutoyo S Gg. Pangeran Suryanata No. 21, Banjarmasin City, this factory has a business license and is managed directly by the owner with several employees and regular distributors.

Mbah Man's White Tofu Factory is a family legacy that has been maintained for generations. The name "Tahu Putih Mbah Man" is not just a name, but also a form of respect for the pioneers of this business. The family considers this tofu business as part of the family identity, not just a source of livelihood. Commitment to simple values in every production process also forms an emotional connection between the family and the business, which makes its sustainability not only a matter of profit, but also a matter of maintaining family honor and history.

This tofu factory has unique characteristics that distinguish it from other tofu producers as one of the micro businesses in Banjarmasin City. The location of the factory is in a narrow alley area and inconspicuous from the main road, its existence is widely known by the surrounding community. Tofu production is carried out daily by a small team of family members and a few permanent workers. The factory does not use large-scale modern machinery, but maintains production effectiveness through simple skills and experience that have been passed down through generations. Production and sales activities are carried out in the same place, providing an opportunity for direct interaction between producers and consumers, thus creating a strong and trust-based social relationship.

Mbah Man's White Tofu Factory indirectly applies the concept of marketing mix in developing its business which includes four main elements: product, price, location, and promotion. The four components are interconnected and play a role in creating value and a positive experience for consumers. Although not set out in a formal written strategy, the

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application of marketing mix elements can be seen from how the factory maintains the quality of the tofu, sets competitive prices, reaches consumers through a direct distribution system, and utilizes oral communication as a form of promotion. This approach reflects how micro enterprises can carry out marketing principles by adjusting the local context and available resources (Fakhrudin & Roellyanti, 2022). The implementation of the marketing mix strategy at Mbah Man's White Tofu Factory includes four main elements that are integrated with each other, namely:

Product

The product aspect is the central element in the marketing mix because the product is the core of the transaction between producers and consumers. Superior products not only meet consumer needs, but also create added value that can increase customer loyalty and satisfaction. Mbah Man's White Tofu Factory, the product offered is traditionally produced white tofu. This business emphasizes the importance of maintaining product quality from the raw material stage, processing, to the finished product that is ready for distribution. The selection of soybeans as the main ingredient is done carefully, using only high-quality beans, free from damage and impurities. The production process is carried out manually, without using large industrial machines and is carried out on a home scale with direct supervision by the owner and head of production (Rombe & Parinsi, 2023).

Figure 1. Mbah Man’s White Tofu

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The picture above shows the tofu products produced by Mbah Man's White Tofu Factory. The quality of the tofu produced is the main distinguishing element of Mbah Man's White Tofu Factory compared to other tofu producers in Banjarmasin. The texture of the tofu is soft yet firm, not easily crushed, and not excessively watery. The taste produced comes from real soybeans without the addition of chemicals, giving a distinctive natural savory taste. Interviews

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with tofu distributors who also reprocess tofu into ready-to-eat food products, revealed that the consistency of tofu quality is the main reason for choosing Mbah Man Tofu Factory over other producers. Tofu from this factory is said to be non-watery, non- perishable, and can be stored for one day without preservatives. The product is even safe for consumption up to one day after production without the need for preservatives, which adds a plus point in terms of health and food safety.

Mbah Man's White Tofu Factory consistently maintains simple production methods as a form of preserving family heritage and efforts to maintain product quality. Soybean milling is done using simple tools, boiling is done in drums, and tofu molding is done simply. The decision not to use additives such as preservatives or bleach is part of the business principle that prioritizes consumer health. This is in line with the trend of modern society that is increasingly aware of the importance of natural food consumption without chemical additives (Sahrawi et al., 2023). This strategy also serves as a competitive advantage because it is able to create a healthier, safer, and more reliable product image.

The production process is carried out every day, so the marketed tofu is always in a fresh condition. This strategy of maintaining freshness strengthens the product's position in the minds of consumers as a product that can be trusted. This process allows for better quality control as each stage of processing can be monitored directly by the owner and experienced employees. The simple approach creates a strong emotional connection between the producer and the product despite not using modern systems. This closeness is the main foundation in maintaining product quality consistency over time (Fajri et al., 2024; Rahmadani, 2021).

The aspect of product identity is also considered by Mbah Man's White Tofu Factory. Naming the business after the founder's original name, "Tahu Putih Mbah Man", is not only a form of respect for the business pioneer, but also creates a strong identity in the minds of consumers. This name has stuck in customers' memories as a symbol of quality and distinctive taste that is difficult to find in tofu made by other producers. In other words, the factory's tofu products already have their own brand image among local consumers, even though they are not marketed through modern promotional media. This proves that consistently maintained product quality can organically shape brand reputation through customer experience (Sari dkk., 2022).

Price

Pricing holds an important position in the marketing mix strategy because it directly influences consumer purchasing decisions. For micro businesses such as Mbah Man's White Tofu Factory, pricing is a crucial strategy that not only serves to attract consumers, but also to

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maintain long-term business sustainability. Price is considered a representation of the value of the product offered, so it must be adjusted to market conditions, the purchasing power of consumers, and the quality of the product provided (Baskoro & Mahmudah, 2021). Mbah Man's White Tofu Factory sets a fixed price system of Rp. 64,000 per tofu mold, regardless of the number of consumer purchases. Large and small purchases are charged the same price. Each tofu mold can be cut into 36 large pieces or 110 small pieces, giving consumers flexibility in choosing the size according to their needs. For consumers who want to buy in small quantities, retail sales are also available at Rp. 2,000 per large piece and Rp. 500 per small piece. This strategy shows that the factory still accommodates different types of consumers without sacrificing price stability.

The factory's pricing also considers several factors, such as the price of the main raw material, soybeans, operational costs such as water, electricity, and firewood, as well as employee salaries. When there is an increase in the price of soybeans, the factory adjusts the selling price of tofu gradually. However, this adjustment is done by considering market conditions and keeping the product affordable for local consumers. Flexibility in adjusting prices demonstrates the factory's adaptive ability to deal with economic dynamics and fluctuations in raw material prices. The factory does not immediately increase prices without notice, instead direct communication to consumers is the strategy implemented to provide understanding of price changes. Loyal consumers can generally accept these changes because they realize that fluctuations in raw material prices are common. In addition, they still choose products from Mbah Man's White Tofu Factory because the quality of the tofu is maintained and its durability is better than similar products on the market (Anjayani & Febriyanti, 2022).

The pricing policy that is implemented shows that the factory is not only pursuing profits, but also maintaining long-term relationships with consumers. This is in line with the opinion of Gina and Afif that pricing must pay attention to consumer purchasing power, market position, and the quality of the products offered. This strategy reflects the balance between the interests of producers and consumers in creating value and business sustainability. The factory remains consistent in maintaining the quality of tofu despite the increase in raw material prices. Quality remains a top priority, as the factory realizes that consumers do not only consider price when buying, but also consider product quality and durability. Therefore, the pricing approach taken not only maintains consumer loyalty, but also creates product competitiveness in the local market (Gina et al., 2024).

Price information is also carried out directly through communication between the factory owner and the distributors (Subiyakto & Rahmia, 2025). The factory owner always

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ensures that distributors get the latest information on prices and the reasons behind the price changes. The relationship with distributors is not just a trading relationship, but rather a partnership based on mutual trust (Abbas, 2025). This creates a solid and efficient distribution chain. Mbah Man's White Tofu Factory is able to create a positive perception of its products, by maintaining competitive prices and good communication with customers. Buyers feel that the price paid is equivalent to the quality standards received (Annisa, 2025). This factor is a distinct advantage in the midst of intense tofu market competition, especially in the Banjarmasin area (Setyaningrum, 2024).

The price of tofu, which is not much different from other tofu in the market, keeps this product competitive in terms of nominal value (Razi & Rahmia, 2025). However, the excellence in taste, texture, and durability of the product makes consumers remain loyal to the factory's products. A realistic and transparent pricing approach also strengthens the factory's image as a quality tofu producer that cares about customer satisfaction. Overall, the pricing strategy at Mbah Man's White Tofu Factory is not only oriented towards short-term financial gain, but is also aimed at creating long-term relationships with consumers (Barokah, 2025). By prioritizing the balance between quality and affordability, this factory is able to maintain its business continuity even in the midst of economic challenges and market fluctuations (Cahyaningtyas et al., 2023).

Place

The place aspect in the marketing mix includes not only the physical location of a business, but also the process of delivering products to consumers efficiently. Mbah Man's White Tofu Factory is an example of a micro business that manages this aspect simply but effectively. The factory is located on Jl. Mayjen Sutoyo S Gang Pangeran Suryanata, Central Banjarmasin, Banjarmasin City, South Kalimantan. Despite being in a narrow alley and not directly facing a major road, the factory is still easy to reach, especially by local consumers and distributors who are familiar with the route. The proximity of the location to densely populated settlements is an added value in supporting the marketing of tofu products (Amelia, 2024).

Figure 2. Factory Mbah Man’s White Tofu

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The atmosphere inside the factory as illustrated above shows the production activities that take place close to the community environment. This non-strategic location creates an emotional closeness between the business owner and the surrounding community. With the factory directly integrated into a residential neighborhood, the operational process becomes more flexible and cost-effective. In addition, this position also strengthens the social relationship between producers and consumers. Consumers who live around the factory find it easier to interact directly with owners and employees, which in turn builds trust and loyalty (Rahmadani, 2021). Model kedekatan fisik dan sosial ini merupakan bentuk dari strategi pemasaran yang berbasis komunitas, yang seringkali menjadi kekuatan utama bagi UMKM yang bergerak dalam bidang produksi makanan tradisional. This physical and social proximity model is a form of community-based marketing strategy, which is often a major strength for MSMEs engaged in traditional food production.

Mbah Man's White Tofu Factory uses a direct and informal approach in its distribution system. Consumers can buy tofu directly at the production site, both in small and large quantities. In addition, there is a network of permanent distributors that has been established since the beginning of this business in 2018. These distributors pick up the product directly from the factory every morning and then resell it to end consumers in food stalls, markets, or by peddling. The relationship between the factory and these distributors is not tied to a written contract, but rather based on trust and oral communication that has been closely established over the years (Amelia, 2024).

Distribution is daily and routine. The factory processes tofu every morning, so distributors can take the product in fresh condition and sell it immediately on the same day. This is one of the advantages compared to other tofu products that may experience a decrease in freshness due to too long a shelf life. Timeliness in the distribution process is also an important concern of the factory owner so that the quality of the tofu is maintained until it reaches consumers. The place and distribution strategy used by Mbah Man's White Tofu Factory shows that marketing success does not always depend on the use of sophisticated

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technology or a large and conspicuous business location. Instead, in micro-scale businesses, personal approaches and trust-based networks play an important role in retaining consumers and maintaining smooth product distribution. In addition, informal distribution, which is flexible and fast, allows factories to adjust to local market dynamics without complicated bureaucracy (Kaligis et al., 2021).

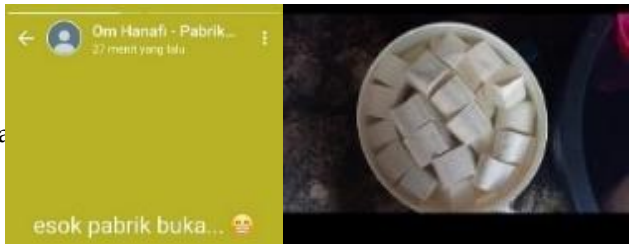
Overall, the location and distribution aspects of Mbah Man's White Tofu Factory show that efficiency and effectiveness can be achieved through consistent, adaptive management based on strong social relations. In micro-enterprises based on family and community traditions, simple things such as proximity and trust between parties often become the main foundation for business sustainability. Therefore, the distribution system and business location applied by this factory are among the important factors that support its success in facing market challenges and maintaining its existence amidst competition from similar products.

Promotion

Promotion is one of the important elements in marketing strategy because it functions to introduce products to consumers and build awareness and interest in the products offered. In modern marketing practices, promotion is often associated with various communication media such as digital advertising, social media, brochures, and print media. However, this is not done by Mbah Man's White Tofu Factory. The promotion carried out by this factory is simple, traditional, and relies more on relational closeness with consumers and distributors (Garaika & Feriyan, 2019).

The promotional strategy used by the factory relies entirely on direct communication between producers and consumers, as well as among customers. The most dominant promotion method is oral promotion. Customers who feel that the quality of the product meets their expectations will naturally recommend the product to others, whether within the family, neighbors, or coworkers. This strategy has proven to be quite effective in building product reputation without requiring additional promotional costs. The factory owner also utilizes personal communication media such as the short message application WhatsApp to convey information to distributors in addition to customer recommendations. WhatsApp statuses are used as a means of daily promotion regarding product availability, pick-up schedules, or the latest price information. Although the use of this technology is still limited, it has been quite helpful in maintaining a smooth communication relationship between producers and distribution partners (Nugraha, 2023).

Figure 3. WhatsApp Status Promotion



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The utilization of WhatsApp status as shown in the figure above is one of the simple ways that the factory promotes its products. Promotion is not carried out in the form of a massive campaign or advertisement. The factory does not print brochures, does not actively use social media, and does not participate in product exhibitions. However, this is not an obstacle to marketing continuity because customer loyalty has been formed through direct experience of product quality. In other words, the promotion is more passive and natural, but it still has an impact because it is supported by quality products and good relationships with customers. The success of this simple promotional strategy is highly dependent on the level of consumer satisfaction with the product. Because the products offered have maintained quality, consumers voluntarily recommend the tofu to others. Even distributors also become indirect promotional agents, because in practice they often explain to consumers about the quality and superiority of tofu from *Pabrik Mbah Man* compared to other products (Sonia et al., 2023).

In the context of micro, small and medium enterprises (MSMEs), this kind of promotion strategy is very relevant, especially if business actors have limited capital and resources to carry out conventional and digital promotions. Trust-based approaches, social relationships, and direct consumer experience are the main strengths in building marketing networks. Trust and satisfaction are stronger foundations than visual promotions or advertisements that are only momentary. The promotional strategy carried out by Mbah Man's White Tofu Factory has been able to function effectively even though it looks simple and does not rely on modern promotional media. This strategy shows that in a simple and local business environment, proximity to consumers and good product quality are the most effective forms of promotion. Oral promotion that occurs organically has become the main force in maintaining the existence of the factory while expanding the market slowly but surely (Mastuti, 2021).

CONCLUSION

The results of the study describe that Mbah Man's White Tofu Factory has successfully implemented a marketing mix strategy quite effectively through four main elements, namely

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product, pricing, location, and promotional activities. Consistent product quality, competitive and market-adjusted prices, flexible distribution through direct and distributor networks, and simple but targeted promotions are the keys to business sustainability. Despite not using modern marketing strategies, the trust-based approach and closeness to consumers have proven to be able to maintain the factory's existence in the face of challenges, including the pandemic and rising raw material prices. This strategy can serve as an example of a relevant marketing mix for other micro-enterprises in the traditional food industry sector.

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