

**ANALYSIS OF PARTNERSHIP DEVELOPMENT USING ARCHETYPE SYSTEM
MODELING IN AN EFFORT TO INCREASE THE LEVERAGE OF TOUGH
TEMPE UMKM BUSINESSES IN HUTAGODANG VILLAGE**

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Abstract: *This research aims to identify the internal environment as strengths and weaknesses and the external environment as opportunities and threats and then formulate alternative strategies that can be implemented regarding the next Tempe SME partnership program. This study examines the leverage of each system archetype model in UMKM partnerships and also uses an internal matrix (IFE) and an external matrix (EFE). From the EFAS and IFAS data calculations above, it can be seen that the company's current position is in quadrant I coordinates (1,946 ; 1,395) namely the expansion (growth) quadrant, which is expected to be able to maintain and sustain the strategy and be able to penetrate the market and develop products. Based on the results of the model simulation process with the Casual Leverage Loop System, it is hoped that there will be several relationship structures between elements that influence each other in UMKM and partners, namely partners from large companies that have industrial scope both in the tofu-tempeh trade chain area and even the soybean import industry. Meanwhile, looking at the results of the partnership structure which was built from three sides, namely as follows: Business information perspective, business competency perspective and business access perspective.*

Keywords: Partnership, Archetype System, UMKM

1. Introduction

During the 2013-2019 period, Indonesia's soybean production is projected to continue to decline by an average of 1.49% per year. On the other hand, domestic consumption is projected to continue to increase by an average of 1.73% per year. The increase in domestic consumption causes an increase in imports by an average of 3.57% per year. Increased consumption which is not accompanied by increased production means that existing stocks will be used up to meet these needs. The national soybean ending stock is relatively small, namely less than 2% of total supply, and its volume continues to decline by an average of 4.25% per year. If there is no significant policy breakthrough to provide incentives to soybean farmers, the phenomenon of declining production over the last two decades is projected to continue, at least until the end of 2019 (Food Outlook 2015-2019 - Brief report from the minister of trade 2019)

Craftsmen clearly really hope to ask for government assistance to help provide easy and cheap soybean raw materials. Due to the weakening of the rupiah exchange rate, craftsmen do not clearly understand how production can continue because they are dependent on an easy and cheap supply of soybean raw materials. This soybean is obtained from imported products, especially from the United States and other countries. The impact of this dependence is felt by tofu craftsmen if there is a problem with the weakening of the

rupiah exchange rate against the US dollar.

The various conditions faced by soybeans in Indonesia, such as the large imports of soybeans, price fluctuations and the potential of tofu tempeh as a food ingredient for improving nutrition, directly or indirectly influence the business continuity of these UMKM which have recently partnered with PRIMKOPTI. PRIMKOPTI as a forum for tempeh and tofu craftsmen requires strategic steps in order to develop their business in facing environmental conditions so that they can achieve prosperity for all tofu-tempeh craftsmen. UMKM processing tofu and tempeh have a direct and very important role in increasing the empowerment of similar UMKM groups. Several things that are fundamental problems in tofu-tempeh UMKM are outlined in the following points: 1) Tofu-tempeh craftsmen realize that with a small business scale, they do not have a bargaining position regarding soybean imports, price fluctuations and the potential of tofu-tempeh as a food ingredient. main commodities directly or indirectly influence efforts, especially to increase their business leverage, 2) There is no gap in strong partnerships with large companies, causing the soybean distribution business to be monopolized by importers / large traders 3) There is no socialization to work on potential and conditioning Area for developing tofu-tempeh UMKM. Especially after the partnership with BULOG and Primkopti faced many regulatory changes.

The tofu-tempeh processing business has become a leading UMKM in Hutagodang Village, this is demonstrated by the existence of a tofu-tempeh industrial center. The activity of making tofu in Hutagodang Village has become a tradition passed down from generation to generation in families which is managed using a boiler system, a traditional system and has now been supported by its management under the direction of the South Tapanuli Regency Government which is expected to continue to develop and have the potential to become a large industry. The processing of tofu-tempeh comes from one of the strategic food commodities, namely soybeans, which is the commodity with the smallest projected production growth, namely only 0.19 percent per year, on the other hand, consumption is projected to increase much faster, namely 2.36 percent per year, meaning 15 times faster than production (Balitbangtan, 2015: 21) and the projected need for planting area in 2025 is estimated at 2.24 million ha.

Efforts to increase the role of UMKM through partnership patterns are regulated in the Republic of Indonesia Presidential Decree, No. 127 of 2011, concerning UMKM and partnerships, which states that there needs to be a type of business that is reserved for small businesses and opportunities are open for the performance of medium or large businesses with partnership requirements. Partnership is cooperation between small businesses and medium businesses or large businesses accompanied by guidance and development by medium businesses or large businesses by paying attention to the principles of mutual need, mutual strengthening and mutual benefit. There is a need for partnerships between UMKM and Cooperatives to reduce business inequality in the country which is still occurring. It is considered that the partnership pattern is the optimal way to overcome inequality in the national business world. The large-scale business sector still dominates because of its high capitalist capacity. This is exacerbated by the imbalance in the downstream and upstream business chains and the relatively low level of productivity of cooperatives and UMKM. Apart from large entrepreneurs and state-owned companies, regional governments are expected to facilitate partnerships between cooperatives and other large companies. In this way, local UMKM are able to exploit the regional economic potential with investors. The aim of this business partnership program with UMKM is to empower small, medium businesses and cooperatives through partnership activities using the principle of "growing together".

Inspired by various findings regarding the problems faced by UMKM, this research is intended to examine problems in UMKM Partners relating to namely: partnership programs that provide mutual assistance between UMKM, or between UMKM and large entrepreneurs at home and abroad, to avoid monopoly. in business. PRIMKOPTI's initial partnership was as a forum for craftsmen Tempe and tofu in South Tapanuli Regency still require strategic steps to be able to develop their business in facing environmental conditions so that they can achieve prosperity for all tempe and tofu craftsmen as well as to expand market share and more efficient business management. In this way, UMKM will have the strength to compete with other business actors, both from within and outside the country. Sustainable inter-organizational partnerships in UMKM are important (Cyert and March, 2012 and as an effort to improve the performance of UMKM (Astley and Van de Ven, 1983; 10 Nooteboom, 2011).

Currently, the tofu-tempeh UMKM Partnership is with PRIMKOPTI with The ease of access to Bulog distribution has indeed ended and is increasingly making the condition of tofu-tempeh UMKM very shaky. The latest data for 2010 shows that the number of small entrepreneurs who were under the previous auspices, namely the PRIMKOPTI partnership, and the number of values are decreasing, indicating that performance and strategic performance management practices have not been planned well. This UMKM Partners research is still partial and is difficult to use as a basis for finding various effective leverage for UMKM Partnerships. Meanwhile, research using a systems thinking approach teaches UMKM to think about everything based on a certain method framework, there is a sequence and decision-making process, meaning looking for and seeing that everything has an orderly pattern and works as a system. According to Peter M. Senge, systems thinking is the fifth discipline that integrates other disciplines for Learning Organizations (personal mastery, mental models, shared vision, team learning). which is the Cornerstone / Pillar of the basic concept of the Learning Organization. The essence of systems thinking is the most appropriate problem solving tool through its levers and the Archetype model which is believed to be able to answer business problems completely. The ability to answer problems completely is due to systems thinking based on dynamic systems which is able to photograph and analyze the entire interaction between system elements within certain environmental limits. To minimize the weaknesses in the characteristics of organizational partnerships, and at the same time sharpen its ability to analyze the overall interaction between system elements in partner UMKM, this research will use a two-theoretical approach, namely the partnership model using the systems archetype model, which is expected to be used as a holistic performance measurement tool and integrative. The difference between the previous and the current one is that the previous research used tempeh as an object, while the current research uses tofu as an object.

The problem formulation is how to develop partnerships using archetype system modeling to increase the leverage of tofu and tempeh UMKM in Hutagodang Village?

2. Literature Review

Partnership and its Development Concept

A partnership is a collaboration between two or more people, who jointly own a company with the aim of generating profits. In a partnership, the owner partners share assets, liabilities and profits in accordance with a previously established partnership agreement. The theory about the importance of organizational partnerships was put forward by Riane Eisler and Alfonso Montuori (2018). It was further stated that the organizational partnership strategy is part of a systems approach, which takes into account the influence of the organizational environment on

organizational growth. In its development, in order for an organization to continue to grow and develop, it must take into account the complexity of the environment.

Where in this case the dominant organization (dominator template) will actually be abandoned, because the environment demands organizational partnerships. Nowadays (new pattern), to manage conflicts that arise in organizations, it is preferred to use a partnership system approach rather than a dominant approach. Partnership in community empowerment efforts is closely related to good governance and is seen as a relevant approach.

Partnership is business cooperation between small businesses and large businesses accompanied by guidance and development by medium or large businesses by demonstrating the principles of mutual need, mutual strengthening and mutual benefit. In general, a partnership is a business strategy carried out by two or more parties within a certain period of time to achieve mutual benefits. Partnership upholds the principle of mutual need and mutual upliftment of each other. In order to create good governance, closeness between government elements, private elements and society needs to be given a role in an equal partnership for the three development actors. The government is more transparent in developing participatory leadership, the private sector is able to contribute in providing energy to carry out joint empowerment with the government and society, and should be able to take advantage of opportunities to provide an active role through coherent participation. Since the New Order government, efforts to increase community capacity have also been made, but have not fully contributed to empowerment. The formation of capabilities or power in society is often linked to the context of implementing national and regional development.

UMKM Challenges and Strategies

The problems of small and medium enterprises (UKM) in Indonesia are generally relatively the same. However, determining strategies to increase competitiveness must still be carried out by UMKM in detail and continuously in order to create a solution to win the existing competition. Therefore, there are several steps that can be offered, so that UKM can maintain and win the competition. According to David (2019: 5) strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. In the business world, strategic management is generally known as strategic planning. Strategic management is a holistic approach (corporate, business and operational levels) in managerial decision making that can help identify key issues and complex problems, provide alternative actions that might be taken, prepare recommendations for future action in response to strategic decisions (Hubeis and Najib, 2018 : 5). In practice, this process involves being creative, flexible, optimistic and full of imagination in the phases of redefinition, revision, reform, rework and recycling based on qualitative or quantitative data and information in uncertain conditions to adapt to quickly in complex and changing (turbulent) environments.

There are two main elements which are at the heart of strategic management (Dess and Lumpkin in Kuncoro, 2016: 7). First, strategic management requires three continuous processes, namely analysis, decision and action. Second, the essence of strategic management is studying why companies are able to have performance that outperforms other companies. In other words, how a company is able to create a competitive advantage in the market that is not only unique and valuable, but also difficult for competitors to imitate. UMKM development strategies can be based on internal resources owned (resource-based strategy). This strategy utilizes superior local resources to create core capabilities in creating added value to achieve comparative advantage

and competitive advantage. As a result, it is no longer dependent on market forces such as monopolies and government facilities. In this strategy, UMKM focus on special skills that can internally create superior core products to increase market share

Systems Thinking Approach with the Archetypes Model

The systems thinking approach has tools known as system archetypes which are useful for recognizing system behavior patterns. Each archetype depicts a story line with its own theme, specific behavioral patterns can be described and unique system structures can be depicted using causal loop diagrams (CLD). (Hubeis and Najib, 2018: 5). In the systems thinking paradigm, this structure (a set of cause-and-effect circles) determines the behavior (behavior or dynamics) of a phenomenon. A positive cause-and-effect circle will produce growth or decline behavior. The positive causal loop is also known as the Reinforcing loop type or the notation "R" is used. Meanwhile, the negative cause-and-effect circle will produce goal-seeking behavior, even though sometimes the goal or aim in that circle is not explicitly visible. The negative cause and effect circle is also a balancing process using the notation "B".

Previous Research

Riawan and Wawan (2018) with the title the influence of own capital and People's Business Credit (KUR) on business results. The research carried out aims to find out how to increase the business obtained. That the value of income obtained before and after the use of loan capital increases. This can be seen from the respondents' recognition that debt can maximize the profits they obtain. The drawback is that this research uses few variables. Meanwhile, the advantage is that the number of samples studied was more than 30 people.

Siti and Sri (2019) with the title the influence of own capital, People's Business Credit (KUR), technology and length of business and business location on business income (Case Study of UMKM in Wonosobo Regency). The results of this research show that own capital, People's Business Credit (KUR), technology, length of business have a positive effect on business income. This research uses few variables. The number of samples studied was more than 30 people.

Dian, (2020). The influence of People's Business Credit (KUR), own capital, length of business and number of workers on UMKM income in Tegal Regency. The variables own capital and the number of workers have a positive effect on the income level of Micro, Small and Medium Enterprises (UMKM) in Tegal Regency. Meanwhile, the variables People's Business Credit (KUR) and length of business do not have a positive effect on the income of Micro, Small and Medium Enterprises (UMKM) in Tegal Regency. There are variables that have no effect on the dependent variable. The number of samples studied was more than 30 people. Trio (2020). The influence of own capital, loan capital, length of business and product quality on UMKM income. Loan capital and length of business influence UMKM income, while own capital and product quality have no effect on UMKM income. There are variables that have no effect on the dependent variable. This research uses many variables.

Eko Hadi Wahyono (2021). Developing partnerships using the Archetype system model in an effort to increase the leverage of the tofu and tempe business in Semarang City. Based on the results of the model simulation process with the Casual Leverage Loop system, several relationship structures were obtained between elements that influence each other in UMKM and the expected partners, namely partners from large companies that have industrial scope both in

the tofu-tempeh trade chain area and even the soybean import industry. This research uses few variables. The number of samples studied was more than 20 people.

Junaidi (2022). Efforts to improve the performance of PTPN III Nusantara UKM partners through social networks and perceived customer benefits through partnership programs. The research results show that the role of this partnership is able to mediate social networks and perceived value on the performance of PTPN III Nusantara's SME partners. This means that indirectly the role of partnerships is able to improve the performance of the UKM assisted by PTPN III Nusantara. This research uses few variables. The number of samples studied was more than 100 people.

Dian, (2020). Partnership strategy as an effort to empower the economy in increasing community income and welfare (Case study of the Syari'ah farming livestock cooperative business, Fertile Partners, Bondowoso Regency). The results of this research indicate that the partnership pattern implemented by KTTS is a core plasma partnership pattern with institutions as providers of goods and product marketing. The existence of the Sharia farming livestock cooperative partnership concept can provide empowerment, increase income and welfare for its members/partners. Empowerment is carried out in the form of coaching members on how to raise livestock in a more effective and efficient manner and time. The impact will certainly be very influential in increasing the income and welfare of each member. There are variables that have no effect on the dependent variable. The number of samples studied was more than 50 people.

Anggi Panulu (2022). Analysis of business partnerships on the performance of UMKM mediated by Innovation. The results of this research show that business partnerships have a positive effect on innovation. Business partnerships have a positive effect on performance. Innovation has a positive effect on performance. The implications of this research can be used by UMKM players to partner to improve their ability to innovate so that it can have an impact on improving performance. This research uses few variables. The number of samples studied was more than 30 people.

3. Research Methods

The research approach used in this research is to use a quantitative approach. Quantitative method is a research method that uses a lot of numbers. Starting from the data collection process to its interpretation. The subject of the research is a partnership with archetype system modeling. Meanwhile, the object of research is tofu and tempeh UMKM in Hutagodang Village. The data analysis technique uses the following matrix:

- a. Internal factor evaluation matrix (IFE matrix). With the Internal Factor Evaluation Matrix (IFE Matrix) which is used by strategists to summarize and evaluate management, marketing, finance, research and development operations, and management information systems
- b. External factor evaluation matrix (EFE matrix). With an external factor evaluation matrix (External Factor Evaluation - EFE Matrix), strategists use it to summarize and evaluate economic, social, cultural, demographic, environmental, political, government, legal, technological and competitive information that has been identified through descriptive methods

Determining the sampling technique in qualitative research uses non-probability sampling (Arikunto, 2016: 16). This is because the researcher does not intend to draw generalizations from the results obtained but explores them in depth. This research was carried out using purposive sampling with the consideration that the resource persons were competent and capable of

providing the information needed in this research. The samples that will be used are drawn from UMKM actors, cooperative services, partner cooperatives, Bulog, soybean wholesalers, importers and academics. The sources in this research are tofu and tempeh UMKM entrepreneurs in Hutagodang Village.

4. Results And Discussion

A. Internal Factor Evaluation Method

1) Management

According to its function, the main meaning of management. Most tofu and tempe UMKM do not have standards in enriching management functions that can be perfectly used in handling these tofu and tempe UMKM so that they can be run as potentially profitable organizations/businesses. The following is a description of the visible aspects of the results. observation:

- a) Planning. Planning that is carried out periodically, carried out internally by UMKM with the conditions faced by each business actor, is not included in the framework of UMKM coordination because one fundamental thing is that there is no longer an umbrella association/representative organization for this group. The planning they usually do is only about plans to continue plans that have not been completed previously.
- b) Organizing. Of the samples that were used as research observations, on average they did not have an organizational structure, either simple or well structured. It seems that UMKM tofu and tempe are the product of family organizations whose highest decisions are sometimes only based on the leadership aspect of the business owner who is also the head of the household. He is generally the executor of the existing business, there is no managerial aspect in making business development decisions.
- c) Implementation. Relevant aspects of organizing - implementing this business can also be explained in very normal language, namely providing experiences passed down from previous UMKM players to their father's/grandfather's generation. This experience is very meaningful in the midst of an uncertain market situation. In managing this business, almost the average UMKM is unable to carry out training activities organized by the South Tapanuli Regency government. The absence of a cooperative center for Indonesian tofu tempe producers in North Sumatra further adds to the problems in maintaining communication with other UMKM. What they still complain about is the socialization of new technology used for processing tempeh and tofu, and the socialization of business development.
- d) Supervision. There is almost no supervision by any agency or local government. This further worsens the record of competition between UMKM in other regions that have greater financial access and opportunities

2) Marketing: (Product/Product)

Tofu and tempeh UMKM are producers of various types of tofu and tempeh and are trading agents for tofu in all traditional markets and retail customers in South Tapanuli Regency. For the time being, the development of tempe production has been greatly reduced to the point where UMKM only focus on tofu products. (Price) The price of tofu and tempeh obtained from interviews was obtained from the results of agreements with customers that have been established for a long time. It is possible that differences in price per kg between business actors may occur due to several factors, mainly fluctuating

depending on the dollar value of the purchase value of imported soybeans. Judging from observations, the price for tofu products is usually determined according to the retail selling price in the market and the difference is not striking. **(place)**. On average, these tofu and tempe UMKM do business in their own homes and are mixed with general residential/residential conditions and do not meet Sanitation and AMDAL conditions. **(promotion/ promotion)**Based on information from UMKM, it was known that at the time of observation they had never carried out promotions actively and only mobilize family members for direct selling because for them during promotion no one has been able to provide outreach and according to them, tofu and tempe UMKM feel the lack of benefits spent on promotion.

3) Finance

The magnitude of the financial and financial strength of tofu and tempeh UMKM cannot be compared with the magnitude of company profits from larger capital. The economic profit of UMKM tofu and tempe entrepreneurs is that in running their business they deduct costs mixed with family funding. It could be said that those that currently still exist are UMKM that have financial strength and are seen as separate from family finances. Although almost all UMKM mix business finances with family finances.

4) Operation

The process flow carried out by UMKM tofu and tempe players starts from the process which has been carried out regularly for a long time, namely meeting customer needs which have been compiled in the Customer List. Every day they carry out production and operations starting from the inbound material process – the production process to tofu/tempeh – the outbound process for ready-to-sell materials – logistics – distribution/delivery.

5) Research and development

Almost all UMKM groups of tofu and tempe in West Hutagodang Village do not yet have a special division that handles research and development, meaning they do not carry out research and technological development independently. This is normal because they really expect research from academics.

6) Management information System

Management Information Systems (MIS) are useful for combining information from internal and external parties. UMKM that are able to compete in the free market should have an integrated management information system. However, this cannot be fully done because UMKM have access and facilities for this.

B. Results Of External Environmental Analysis Of Tofu And Tempe UMKM In Hutagodang Village

1) Economic Factors

The economic factor that influences the external environment is Indonesian soybean imports, which tend to increase from year to year, beating national soybean production. Likewise with the economic situation of North Sumatra, in general North Sumatra's economic growth is still relatively good, and is still on an upward growth trend. However, when compared with national economic growth figures, the economy of North Sumatra is still below the national economic growth figures.

2) Social, Cultural, Demographic and Environmental Factors.

This is an opportunity for tempeh and tofu producers because of the entire supply of

soybeans in Indonesia, fifty percent is consumed in the form of tempeh, forty percent in the form of tofu and ten percent in the form of other products (such as tauco, soy sauce and others). This behavior of consuming tempeh and tofu also indicates that tempeh and tofu are foods that are popular with Indonesian people. So the increase in soybean consumption is expected to continue and be directly proportional to the increase in customer demand, especially because the distribution of Indonesia's population is still concentrated on the island of Java

3) Political, Government and Legal Factors

There is a wrong view regarding the identity of tofu and tempeh UMKM which is still low considering that management is still carried out personally. If the law provides the same definition between large – medium – small companies and UMKM then society will compare things that should not be comparable. For example, UMKM are unable to be profit-oriented because they aim to increase the profits received by all UMKM stake holders who in fact are family members, not themselves. If in a company, the surplus is the profit of the company. In tofu and tempe UMKM, the total business profits of family members are called actual business results. The surplus obtained by UMKM is only residual profits or residual business results, for example because they have succeeded in increasing business efficiency. On the other hand, currently the government is promoting programs to improve the people's economy by developing UKM & Cooperatives. Various intensive training and coaching is carried out by the government.

4) Technological Factors

Some of the technologies that are developing around soybeans, tempeh and tofu as well as the business world include: Various knowledge and technologies regarding soybean cultivation technology to increase soybean productivity have been widely implemented in Indonesia. However, the application of soybean cultivation knowledge and technology to local farmers to increase local soybean productivity has not been widely implemented so that indirectly low productivity will cause farmers to be reluctant to plant soybeans. Technological developments related to the processing of tempeh and tofu are soybean cracking equipment technology. In the past, the processing process was carried out by trampling, now there are special machines to break down the soybean seeds. Apart from that, developing communication and information technology such as the internet can reduce distances in the business world. Information on market and economic conditions can be more easily known. The internet can also be a promotional tool for every business actor.

5) Competition of Similar Companies

Within the scope of South Tapanuli Regency, the tofu and tempe UMKM in Hutagodang Village are very tight and sometimes compete with market traders. Selling tofu and tempeh is not very profitable, you have to be brave enough to sell it at a slightly lower price than others. If not, customers will run away. The company that is the new competitor is distributors have changed and are always trying to provide prices that are lower than the prices provided by other traditional UMKM with the same services and are even able to provide more services such as delivery services to destinations and accounts receivable services.

6) Possible Entry of New Competitors.

The threat of new entrants depends on the barrier to entry (barriers to entry) and the reaction of old players. In the tofu and tempeh trading industry, anyone can become a producer because the barriers to entry are still very small. Because almost anyone can

become a tofu and tempeh producer. Either the capital is large or it can also be on a small scale. The market share is also easy, several factors that cause small barriers to entry for new competitors, so that it is likely that more competitors will enter the market, include small economies of scale. Apart from that, capital requirements are not too high, and access to distribution channels is easy.

7) Bargaining Power of Suppliers

Soybean distributors should be able to break away from the monopoly on soybean imports with the aim of lowering the prices received by consumers due to price competition by soybean importers. However, in reality, soybean importers in Indonesia join a soybean importers association. Members of this soybean importers association are importers spread throughout Indonesia. This container causes less price competition between importers. Suppliers' bargaining power is very strong, which is detrimental to UMKM.

8) Bargaining Power of Buyers

The main target of buyers in the tofu and tempeh industry can control the desire of buyers to have to buy directly at their place of business. UMKM are weak regarding this matter because they have no obligation regarding this matter and are free to ensure buyers carry out transactions with only one UMKM

9) Threat of Substitute Products

Currently there are no alternative substitute products for tofu and tempeh, so tofu and tempeh UMKM still believe in the suitability of their products in the market they are entering. So that UMKM can develop better, a clear partnership system is needed. Research conducted by Eko Hadi Wahyono (2021) states that Based on the results of the model simulation process with the Systems Casual Leverage Loop, several relationship structures between elements that influence each other between UMKM and the partners are expected to come from large companies that have industrial scope both in the tofu-tempeh trade chain area and even the soybean import industry.

The difference between this research and previous research is that previous research used Casual Leverage Loop Systems. Current research uses an archetype system.

Table 1.
Internal Environmental Analysis Matrix and External

No.	Indicator	Strength	Weakness
1	Management	Most UMKM know that tempeh is very strong from a mental business perspective able to plan activities well	No organization doesThe connection between them makes UMKM get less tofu and tempeh accurate information,
2	Marketing	It already has a trading pattern that is traditionally quite broad Business orientation networks cover a fairly spread area	Unable to get non-traditional market health insurance
3	Finance		Production business costs mixed with family so there is no control

4	Operation	Have well-organized production operation standards able to make innovative operations throughout the pandemic	
5	Development Information		There are no generations research development. Don't have access Information Systems

No.	Indicator	Opportunity	Threat
1	Micro-Macro Economics	Development and growth UMKM during the pandemic are getting better and withstanding the test of the storm	Soybean price fluctuations and rising import costs
2	Socio-cultural and environment	Increased consumption of tofu and tempeh as well as improved Image	Shift usaha family into a medium-sized business
3	Government - Law	Real encouragement from the Government of North Sumatra to all UMKM	Lack of training for UMKM, tempeh tofu is because lack of coordination
4	Technology	Developing technological transformation model	Less adaptive use of communication models marketing
5	Competition Kind of		
7	New Competitors		Many new competitors from outside Hutagodang Village
8	Supplier		Weak bargaining from soybean distributor
9	Buyer	Retail and household customers in times of increasing pandemic Lots.	

No.	F Stra_ Internal	Timed Value bro	Stra_ External Factors	Weighted Value
STRENGTH				
1	Most UMKM know Tempeh is very strong from a mental perspective	0.310	Development and growth UMKM during the pandemic are getting better and withstanding the test of the storm	0.294
2	Able to plan activities well	0.333	Increased consumption of tofu and tempeh and image enhancement	0.290

3	Already have trade patterns that are traditionally quite broad	0.297	Real thrust from Government Forall UMKM	0.304
4	Business orientation networking covers a fairly spread area	0.303	Developing technological transformation models	0.177
5	Have operating standards well-organized production	0.345	There are increasing numbers of retail and household customers during the pandemic.	0.326
6	Able to make innovative operationalization throughout the pandemic	0.358		
WEIGHTED TOTAL		1,946		1,395
WEAKNESS			THREAT	
1	There is no organization connected between them, making tofu and tempe UMKM less informed accurate,	0.150	Fluctuations in soybean prices and rising import costs	0.228
2	Unable to get non-traditional market health insurance	0.201	Shifting to family business medium business	0.118
3	Mixed production business costs with family so there is no control	0.160	Lack of training for UMKM tofu tempeh due to lack of coordination	0.100
4	There is no generation research development	0.140	Less adaptive in use marketing communications model	0.291
5	Does not have system access information	0.210	Many competitors Barudari outside Hutagodang Village	0.188
			Very weak bargaining position soybean distributor	0.267
WEIGHTED TOTAL		0.86		1,192
		2,806		2,581

Then the researchers conducted further research to deepen the research results. Researchers conducted interviews with several tofu and tempeh UMKM in Hutagodang Village. There were 2 UMKM actors who were willing to be interviewed regarding the problems in this research and were willing to become informants in the research. Informant 1 named Mr. Seno stated the following "Regarding the problem of the tofu and tempe business partnership that I have, in fact I already have my own brand which I took from my child's name, namely Rizki Kedelai, so what I understand here is the question regarding the development of my current business. The development of tempe production was very reduced until I only focused on tofu products. The price of tofu and tempeh that you can get now has also gone down. Moreover, there are many who have opened similar businesses here so that the price difference per kg

between business actors may indeed be competitive due to fluctuations or depending on the dollar value of the purchase value of imported soybeans. Judging from observations, determining the price of tofu products is usually in accordance with the retail selling price on the market and the difference is not striking. And also, on average, tofu and tempeh UMKM here do business in their own homes so they mix with places that do not meet sanitary conditions. "I also never carry out direct promotional actions and only mobilize family members to market it because for me so far no one has been able to socialize my business among people who sell similar products." It is clear from informant 1 regarding the state of development of the UMKM they own.

Meanwhile, the response from informant 2, named Mrs. Marlina, was slightly different from the response from informant 1, informant 2 focused more on increasing UMKM leverage as follows: "In my opinion, the capital loan or debt that I use to generate profits is good for my tempe and tofu UMKM business too. I use it for investment. Investment here is like buying UMKM equipment so that it can improve and be more optimal. "So far my business has developed using a model like that, but there are definitely obstacles in every business, for example in the business I am developing, there is tight competition because in this village there are many people who sell products like the ones I sell." Informant 2 was clear about increasing leverage in his business.

Based on the results of interviews with business actors and Archetype modeling, information was obtained that the development of partnerships was an effort to increase the leverage of the tofu and tempeh UMKM business in Hutagodang Village. Many business actors have experienced an increase in income. Their daily needs have been well met. The development and growth of UMKM during the pandemic is getting better and withstanding the test of storms. The obstacles faced are competition between sellers of the same type, the shift from family businesses to medium businesses, lack of training for tofu and tempeh UMKM due to lack of coordination, lack of adaptability in the use of marketing communication models, many new competitors from outside Hutagodang Village and very weak bargaining position. soybean distributor.

5. Conclusion

In summary, overall this research produced several important findings which can be formulated in several conclusions as follows: Based on the results of the model simulation process with the Systems Casual Leverage Loop, several relationship structures between elements that influence each other in UMKM are obtained with the expected partners, namely partners coming from A large company that has an industrial scope both in the tofu and tempeh trade chain and even the soybean import industry.

Judging from the results of the Partnership structure, it was developed from three sides as follows:

- a. Business information perspective - it would be best for partners for tofu and tempeh UMKM to be able to provide information to partner UMKM about skills training, capital and business promotion. So that UMKM increase creativity, credibility and accessibility.
- b. Business competency perspective - the things that partners should do for tofu and tempeh UMKM are to improve their business competency, namely: increasing production sustainability, carrying out monitoring and evaluation, increasing business turnover, and providing incentives
- c. Business access perspective - the business access perspective takes the form of market development, maintaining partnership relationships, and emotional relationships

between main partners and UMKM partners.

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