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Analysis of Potential to Increase Fisherman Income

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ABSTRACT

This study aims to formulate alternative strategies that are suitable for the fishing community group in the marine product processing industry to face industrial competition through SWOT analysis. This study uses a descriptive qualitative research approach as an analytical tool and a SWOT analysis in order to process and produce a strategy formulation. The results of this study indicate that using the SWOT analysis tool, what is obtained in the IE matrix shows that the fishermen community group of the marine product processing industry which includes the pindang fish industry, salted fish industry, petis industry, shrimp paste industry, shrimp cracker industry is in position V, namely the growth strategy (Growth). Strategy). This strategy is designed to achieve a growth, in sales, assets and profit. This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market. Several alternative strategies are shown in the SWOT matrix, namely: labeling or branding products, expanding market networks, creating new products or replacing main ingredients with other ones, developing human resources capabilities, increasing employee wages, strengthening quality by setting product standards, optimizing promotions. and can cooperate with the local industry office, optimize promotions, create a clean, safe, peaceful and beautiful environment.

The calculation results can be concluded that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the position of the fishing community group in the marine product processing industry which includes the pindang fish industry, salted fish industry, petis industry, shrimp paste industry and shrimp cracker industry is in quadrant I which means in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

Keywords : Fishing community groups, Industry, Fisheries Industry and Industrial Development Strategy.

1. BACKGROUND

The more developed a country, the more educated people, and the more unemployed people, the more important the entrepreneurial world is felt. Development will be better if it is supported by entrepreneurs because the government's capacity is very limited. The government will not be able to handle all aspects of development because it requires a lot of budget, personnel and supervision. Therefore, entrepreneurship is a development potential, both in number and in the quality of entrepreneurship itself. Now we face the fact that the number of entrepreneurs is still very small and the quality cannot be said to be great so that entrepreneurial development is an urgent issue for the success of development.

In Indonesia's development, a policy for fisheries development has been established, where in the development of fisheries, it is the people who get the main priority. This is based on the fact that approximately 90% of fisheries in Indonesia are people's fisheries. Fishery development in a broad sense continues to be improved through intensification, exentification, diversification (diversification) and rehabilitation efforts with the aim of increasing production which in the end can increase the income of farmers/fishermen, expand employment opportunities and encourage equal distribution of business opportunities.

The development of marine products in the midst of globalization and high competition has forced fishing communities to be able to face global challenges, such as increasing product and service innovation, development and human resources. and technology and expansion of the marketing area. This needs to be done to increase the selling value of the processing industry itself.

Factors that affect business development can be grouped into two, namely internal factors and external factors of the company or business. The company's internal factors include financial reports, human resources, operations and marketing, while the company's external factors include the market, competitors, communities, suppliers, government and groups. (Rangkuti, 2001:22).

Seeing the importance of the role of industry in influencing economic growth, Sukirno (2006) revealed that in order for developing countries to escape the cycle of poverty they face, it is necessary to implement a balanced development program, namely at the same time investing in various related industries. In this way the market area can be enlarged, because employment opportunities and community income obtained by various industries will create demand for goods produced by several industries that are built. Industrial development will create a market for the developed industry. So in economic development in this modern era, industry has a very important role in the industrial sectorespeciallya in rural areas as well as to meet market needs.

Indonesia's opportunity to meet market demand for fishery products both domestically and abroad is very large. For this reason, improvement measures in order to increase the competitiveness of Indonesian fishery commodities in the international market are needed in various ways, including:

a. Increased Market Intelligence
b. Improving Product Quality
c. Creating New Products

The marine product processing industry group in this fishing community can be described as follows:

Table 1 Marine Product Processing Industry Group

Category	Description
Transfer Industry	Fish and other aquatic biota, such as tuna fish, milkfish and the like
Drying/Salting Industry	Fish and other aquatic biota such as: salted anchovy, salted shrimp, salted squid and the like
Fumigation Industry	Fish and other aquatic biota such as: smoked milkfish, smoked skipjack fish and the like
Preservation Processing Industry	Fish and other aquatic biota such as: shrimp paste, petis and the like
Other Processing Industry	Fish and other aquatic biota such as: shredded fish, fish crackers and the like

(Source: Ministry of Industry, 2009:2)

The number of fish consumption increases from year to year and there is still a lot of potential that can be obtained, because consumers of fishery including its processed products are still low and can be increased with a lot of production and attractive offers. Looking from various sides of fish processing income and fish processing production for fishing communities in Puger Kulon Village, Puger District, Jember Regency, it is necessary to make a strategy related to improving the performance of fishing communities in fish processing. The strategy needed is also based on what are the strengths and opportunities they have as well as the weaknesses and threats that exist in fishery processing by fishing communities in Puger Kulon Village, Puger District, Jember Regency.

Problem Formulation

Based on the background of the problems that have been described, we can formulate 2 problem formulations for this research.

1. How is the potential of fishing communities in processing marine products in terms of strengths and weaknesses in Puger Kulon Village, Puger District, Jember Regency?
2. How is the potential of fishing communities in processing marine products in terms of opportunities and threats in Puger Kulon Village, Puger District, Jember Regency?

Research Objectives

Every research certainly has a purpose, while the objectives of this research are as follows.

1. To find out the potential of fishing communities in processing marine products in terms of strengths and weaknesses, processing marine products in Puger Kulon Village, Puger District, Jember Regency.
2. To find out the potential of fishing communities in terms of threats and strategies for developing marine product processing in Puger Kulon Village, Puger District, Jember Regency.

Research Benefits

As for the benefits of this research, the following is the explanation.

1. Benefitst Theoretical
   Seen from the theoretical dimension, this research is useful as a reference that can support the development of knowledge, especially to broaden knowledge in the field of production management and marketing and as input or reference for future research.
2. Practical Benefits
   The results of this research are expected to be used as input for the Regional Government in general and the Village Government in particular in implementing various policies related to the processing of marine products.

2. THEORY BASIS

According to Law no. 3 of 2014 concerning Industry, Industry is a form of economic activity that manages raw materials and utilizes industrial resources to produce goods that have added value. Industry has two meanings, namely:

a. In general, the definition of industry is a company that operates and runs in the field of economic activity which is classified into the secondary sector.
b. While the notion of industry in economic theory is a collection of companies that produce the same goods in the market (Sukirno, 1995).

According to the Central Statistics Agency for the manufacturing industry sector in Indonesia, there are four categories based on the number of workers working in manufacturing companies. The processing industry is classified into these four categories, namely:

a. The household handicraft industry is a company or processing industry that has 1-4 workers
b. Small industry is a company or processing industry that has 5-6 workers
c. Medium industry is a company or processing industry business that has 20-99 workers
d. Large industry is a company that has 100 employees or more

Fisherman's Theory

Society is a unit of human life that interacts with a certain custom and is *continue*. The fishing community is a group of people who live and live in coastal or coastal areas (Koentjaraningrat, 1985).

Fishermen are a group of people whose lives depend on marine products, either by catching or cultivating fish. They generally live on the beach, in residential areas close to the location of their activities (Imron, 2003).

Industrial Development Strategy

Definition

Strategy is a managerial process to maintain a balance between the company's goals and changing market opportunities with the aim of adjusting the company's business and products so that it can achieve a profit and a profitable growth rate (Kotler, 2008:17).

Strategy formulation is the development of a long-term plan aimed at effective management of environmental opportunities and threats, in terms of the company's strengths and weaknesses. The formulated strategy is more specific in functional activities.

Strategy Type

According to Rangkuti (2000: 6-7) said that the principles of strategy can be grouped based on three types, namely:

1. Management Strategy
2. Invesment Strategy
3. Business Strategy

Strategy Planning

Strategic planning is a strategy formulation which is a long-term planning process so that the process uses more analytical processes. Strategic planning is a process of analysis, formulation and evaluation of strategies in the company's development efforts to overcome external threats and also seize an existing opportunity. The main objective in strategic planning is that a company can objectively assess internal and external conditions, so that the company can cope with changes in the external environment.

Research Location and Time

This research was conducted at Puger Kulon. Puger Kulon is one of the villages in Puger Dsitrict, Jember Regency which is located in the coastal area. Puger Kulon Villages has an area of 3.89 km^2. Puger Kulon village has 6 hamlets and 20 RW, 68 RT. The research time was carried out in 2020.

Research Methods And Approaches

The type of research used includes field research (Filed Research). Filed Research is used by digging up data sourced from locations or field research. In addition to using Filed Research, this research is also in the type of bibliography, meaning that it is a qualitative research that describes an article in which humans play an important role in the research instrument.

The nature of the research conducted is descriptive qualitative. Descriptive qualitative research is research that describes a situation by detailing the indicators supporting the phenomenon, without looking for the presence or absence of a pattern of relationships between indicators or variables supporting indicators (Nawawi & Martini, 1996:73)

Research Subjects and Objects

The population used in this studyis a business unit or group of fishing communities based on the number of seafood processing businesses in Puger Kulon Village, Puger District, Jember Regency. The seafood processing industry includes the pindang fish industry, salted fish industry, petis industry, shrimp paste industry and cracker industry.The purpose of determining the sample is to obtain information regarding the object of research by observing part of the population. This sampling technique is used because it takes samples from each sub-population, namely the pindang fish industry, salted fish industry, petis industry, shrimp paste industry and cracker industry which have different general characteristics.

Data Sources

The source of data in this study is primary data, primary data obtained directly in the field by means of interviews (Umar, 2011). For secondary data more as supporting data derived from relevant literature studies (Sugiono, 2009).

Research Instruments

The research instrument in this study was a recording device in the form of a Samsung S 8+ mobile phone which was used as a recorder during interviews, of course with the interviewee's permission. The next instrument is a notebook that will be used to write important things related to the research conducted.

Data Collection Techniques

Data collection techniques in this study were carried out sequentially starting from observation, interviews, documentation and the last is literature study.

Data Analysis Methods

SWOT Analysis

Systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, goals, strategies and policies. Strategic planning (Strategy) Following are the steps after obtaining an analysis of the strengths, weaknesses, opportunities and threats in the fishing community group in the marine product processing industry, Puger Kulon Village, Puger District, Jember Regency.

A. Identification of internal and external factors

1. Internal Factor Analysis Summary

The IFAS (Internal Factor Analysis Summary) table is prepared to formulate internal strategic factors within the

framework of the company's strengths and weaknesses. The stages of making the internal strategy factor matrix are as follows:

1) Determine the factors that are the company's strengths and weaknesses in column 1.
2) Assign each factor a weight on a scale ranging from 1.0 (most important) to 0.0 (not important), based on these factors, all the weights must not exceed a total score of 1.0.

Table 2. IFAS (Internal Factor Analysis Summary)

Internal strategy factors	Weight	Twig	Score (Weight x Twig)	comment
Power				
Weakness				
Total				

(Source: Freddy Rangkuti, 2017:26)

2. External Factor Analysis Summary

According to Rangkuti (2017: 25) before making a matrix of external strategic factors, it is necessary to first know the external strategic factors (EFAS). The following are ways to determine external strategic factors (EFAS) as follows:

1) Arrange in column 1 (5 to 10 opportunities and threats).
2) Give each factor a weight in column 2, ranging from 1.0 (very important) to 0.0 (not important). It is possible that these factors have an influence on the strategy factor.
3) Calculate the rating (in column 3) on each factor can give a scale from 4 (outstanding) to 1 (poor) the influence of these factors on the condition of the company. The rating for the branch for the opportunity factor is positive (a bigger chance is given a +4 rating, but a small chance is given a +1 rating). While the rating value for the threat factor is positive (the bigger threat is given a value of 1, but if the threat is small it is given a rating of 4).
4) Multiply the weighted value in column 2 by the rating in column 3, to obtain the weighting factor in column 4. The result is a weighted score for each factor and the value varies from 4.0 (outstanding) to 1.0 (poor).
5) The number of weighting scores (in column 4) to obtain the total weighting score for the company concerned. The total value will show the company's influence on external strategic factors. The total score can be used to compare with other companies in the same industry group. From the description above, the IFAS matrix table is shown as follows:

Table 3. EFAS (External Factor Analysis Summary)

Internal strategy factors	Weight	Twig	Score (Weight x Twig)	comment
Power				
Weakness				
Total				

(Source: Freddy Rangkuti, 2017:26)

B. Internal External Matrix

According to Rangkuti in Maulana (2017: 51) the IE (Internal External) matrix is a mapping of the EFAS and IFAS matrix scores that have been generated from the input stage and positioned the company in a nine-cell display.

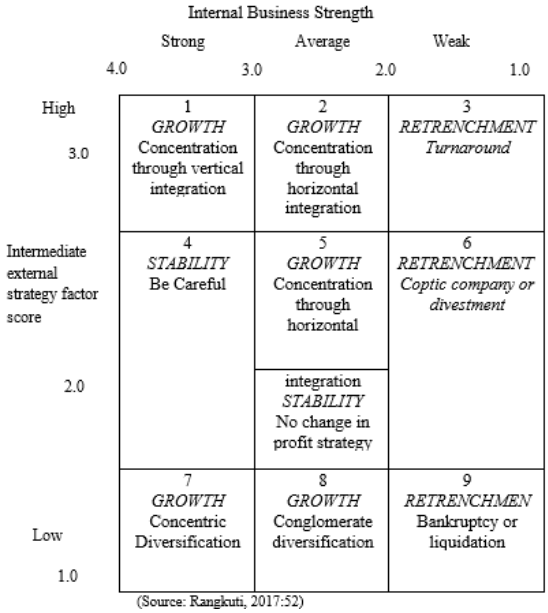
The purpose of using this model is to obtain a more detailed business-level strategy and can identify nine internal and external cells, but in principle the nine cells can be grouped into three main strategies.

Growth is the company's growth (cells) or diversification efforts (cells 1,2,4).

1) *Stability*
2) *Retrenchment*

The following is an explanation of the nine cells contained in the IE matrix as shown in Figure 4.1, namely:

1) Cell 1 Concentration through vertical Integrity
2) Cells 2 and 5 Concentration through Horizontal Integrity
3) Cell 3 Turn around
4) Cell 4 stability
5) Cell 6 Divestment
6) Cell 7 Related Verified
7) Cell 9 Bankrupt or Liquidity



(Source: Rangkuti, 2017:52)

C. SWOT Matrix Analysis

According to Rangkuti (2015: 83-84) that the tool used to develop strategic factors is the SWOT matrix. This matrix clearly describes the external opportunities and threats that are adjusted to the strengths and weaknesses they have. This matrix can generate 4 possible alternative strategy cells as follows:

Table 4. SWOT Analysis Matrix

ifas / EFAS	**S** ***Strength*** **(power)** Strength Factors	**W** ***Weakness*** **(weakness)** Weakness factors
O ***Opportunities*** **(opportunity)** Environmental opportunity factors	**SO Strategy** Creating a reinforcing force to take advantage of opportunities	**WO Strategy** Overcoming weaknesses by taking opportunities
T ***Threats*** **(threat)** Environmental threat factors	**ST strategy** Using force to deal with threats	**WT Strategy** Minimize weaknesses and avoid threats

(Source: Rangkuti, 2015:83)

Information :

1) SO strategy is made based on the company's mindset, namely by utilizing all strengths to take and take advantage of opportunities as much as possible.
2) ST strategy uses the company's strengths to overcome threats.
3) The WO strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.
4) The WT strategy is based on activities that are defensive in nature and seeks to minimize existing weaknesses and avoid threats.

From the results of the calculation of internal and external factors, the strategy requires affirmation that uses a cross-axis, namely, between strengths and weaknesses, opportunities and threats which are all depicted in positive and negative lines in Figure 3.5.

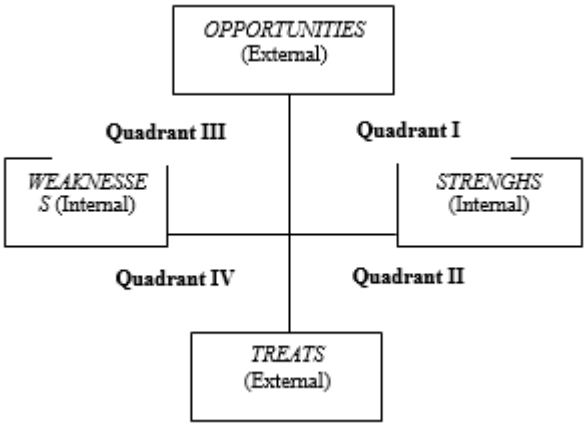


Fig. 1. SWOT Analysis

Quadrant Description:

1. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.
2. Quadrant II is if there is a threat to the company that still has internal strength. Strategies that support using strength to take advantage of opportunities in the long term by diversifying products and markets.

3. Quadrant III is a company that faces a very large market opportunity but has some internal constraints or weaknesses. This corporate strategy minimizes internal problems so as to get better opportunities.
4. Quadrant IV is a company that faces various kinds of internal threats and weaknesses so that it does not get a profit. The strategy applied to the company is to survive and focus on improving the company.

3. DISCUSSION

Application of the IFAS (Internal Strategic Factor Summary) Method

The method used to analyze internal factors in the framework of strengths and weaknesses. This method is a comprehensive summary of the process of identifying and evaluating the strengths and weaknesses that will affect the existence of the industry. The following is the IFAS method from the pindang fish industry, salted fish industry, petis industry, shrimp paste industry and shrimp cracker industry, among others:

1. Pindang Fish Industry

Internal factors in the pindang fish industry which include strengths and weaknesses along with weight and twigs can be seen in table 5 below:

Table 5. IFAS Matrix For Pindang Fish Industry

Internal Factors		Weight	Twig	Score	Comment
Power					
1	Well done distribution channel Saluran	0.081	4	0.324	Influence on industrial operations
2	Desired product quality in accordance with market needs	0.078	4	0.312	Influence consumer choice
3	The price of the product is in accordance with the quality and type of product	0.075	3	0.225	Influence consumer choice
4	Raw materials are available all year round and easy to get, namely fish	0.072	3	0.217	Affect industrial production processes proses
5	Easy product processing	0.075	4	0.301	Affect industrial production processes proses
6	Industrial location close to major raw material suppliers	0.081	4	0.324	Save operational costs
7	Amount of product inventory in accordance with consumer demand	0.078	4	0.312	Influence the number of consumer demand
8	Industry requires quite a lot of manpower	0.081	4	0.324	Influencing industry operations

Table 6. IFAS Matrix For Pindang Fish Industry

Internal Factors		Weight	Twig	Score	Comment
Weakness					
1	The education level of the workforce is relatively low	0.078	2	0.156	Influence on industrial development
2	Simple technology does not guarantee product hygiene	0.078	2	0.156	Influence consumer choice
3	The main raw material (fish) quickly spoils or smells	0.078	2	0.156	Affect sales and consumer confidence
4	The seller's promotion is done less than the maximum	0.069	1	0.069	Influence the level of product demand
5	Employee wages in accordance with the UMR (Regional Minimum Wage)	0.075	1	0.075	Affect employee welfare
Total		1		2,951	

2. Salted Fish Industry

Internal factors in the salted fish industry which include strengths and weaknesses along with weights and twigs can be seen in table 7 below:

Table 7. IFAS Matrix For Salted Fish Industry

Weakness					
1	The education level of the workforce is relatively low	0.084	1	0.084	Influence on industrial development
2	Simple technology	0.089	2	0.178	Influence consumer choice
3	The product is still not packaged properly	0.089	1	0.089	Influence consumer trust and choice
4	Seller promotion is done to the maximum	0.099	2	0.198	Influence the level of product demand
5	Labor wages in accordance with the UMR (Regional Minimum Wage)	0.094	2	0.188	Affect employee welfare
	Total	1		2,822	
	Internal Factors	**Weight**	**Twig**	**Score**	**Comment**
Power					
1	Salted fish products produced are durable	0.094	4	0.376	Influence on consumer choice
2	The price of the product is in accordance with the quality and type of product	0.089	4	0.356	Influence consumer choice
3	Raw materials are available all year round and easy to get, namely fish	0.089	4	0.356	Influence consumer choice
4	Easy product processing	0.084	4	0.337	Affect the production process
5	Industrial location close to major raw material suppliers	0.094	4	0.376	Save operational costs
6	Amount of product inventory in accordance with consumer demand	0.094	3	0.282	Affect the number of requests

3. Petis Industry

Internal factors in the petis industry which include strengths and weaknesses along with weights and twigs can be seen in table 8 below:

Table 8. IFAS Matrix For Petis Industry

Internal Factors		**Weight**	**Twig**	**Score**	**Comment**
Power					
1	The resulting petis product is durable ± 3	0.092	4	0.369	Influencing choices on consumers
2	The price of the product is in accordance with the quality and type of product	0.087	4	0.350	Influence consumer choice
3	Raw materials that are available all year round and easily available are:	0.097	3	0.291	Affect the production process
4	Easy product processing	0.083	4	0.330	Affect the production process
5	Simple technology so it's easy to control to keep the product	0.092	4	0.369	Influence on consumer confidence
6	Industrial location close to major raw material suppliers	0.087	3	0.262	Save operational costs
7	Amount of product inventory in accordance with consumer demand	0.097	4	0.388	Influence the number of consumer demand

Internal Factors		Weight	Twig	Score	Comment
Weakness					
1	The education level of the workforce is relatively low	0.092	1	0.092	Influence on industrial development
2	Simple technology	0.087	2	0.175	Influence consumer choice
3	Sales promotions that are carried out are not optimal	0.092	2	0.184	Influence the level of product demand
4	Labor wages in accordance with the UMR (Regional Minimum Wage)	0.092	1	0.092	Affect employee welfare
	Total	1		2,903	

4. Terrace Industry

Internal factors in the shrimp paste industry including strengths and weaknesses along with weights and branches can be seen in table 9 below:

Table 9. IFAS Matrix For Terrace Industry

Internal Factors		Weight	Twig	Score	Comment
Power					
1	The resulting terasi product lasts longer than 6 months	0.090	4	0.362	Influence on product sales
2	Desired product quality in accordance with market needs	0.079	4	0.316	Influence consumer choice
3	The price of the product is in accordance with the quality and type of product	0.085	3	0.254	Influence consumer choice
4	Raw materials that are available all year round and easily available are shrimp	0.085	3	0.254	Affect the production process
5	Easy product processing	0.085	4	0.339	Affect the production process
6	Simple technology so it's easy to control to maintain product quality	0.085	4	0.339	Influence on consumer confidence
7	Industrial location close to major raw material suppliers	0.090	3	0.271	Save operational costs
8	Amount of product inventory in accordance with consumer demand	0.079	4	0.316	Influence the number of consumer demand

Internal Factors		Weight	Twig	Score	Comment
Weakness					
1	The education level of the workforce is relatively low	0.085	1	0.085	Influence on industrial development
2	Simple technology	0.068	2	0.136	Influence consumer choice
3	Sales promotions that are carried out are not optimal	0.079	2	0.158	Influence the level of product demand
4	Labor wages in accordance with the UMR (Regional Minimum Wage)	0.090	1	0.090	Affect employee welfare
	Total	1		2,921	

5. Shrimp cracker industry

Internal factors in the shrimp cracker industry which include strengths and weaknesses along with weights and twigs can be seen in table 10 below:

Table 10. IFAS Matrix For Shrimp Cracker Industry

Internal Factors		Weight	Twig	Score	Comment
Power					
1	Terasi products produced are durable	0.094	4	0.377	Influence on product sales
2	Desired product quality in accordance with market needs	0.082	4	0.327	Influence consumer choice
3	The price of the product is in accordance with the quality and type of product	0.094	3	0.283	Influence consumer choice
4	Raw materials that are available all year round and easily available are shrimp	0.094	3	0.283	Affect the production process
5	Easy product processing	0.094	4	0.377	Affect the production process
6	Industrial location close to major raw material suppliers	0.094	3	0.283	Save operational costs
7	Amount of product inventory in accordance with consumer demand	0.088	4	0.352	Influence the number of consumer demand
Internal Factors		**Weight**	**Twig**	**Score**	**Comment**
Weakness					
1	The education level of the workforce is relatively low	0.088	1	0.088	Influence on industrial development
2	Simple technology	0.088	2	0.176	Influence consumer choice
3	Sales promotions that are carried out are not optimal	0.094	2	0.189	Affect product level
4	Labor wages in accordance with the UMR (Regional Minimum Wage)	0.088	1	0.088	Affect employee welfare
	Total	1		2,824	

Application of the EFAS (External Strategic Factor Summary) Method

The EFAS method is used to analyze external factors in the opportunity framework (*opportunity*) and threats (Treath). This method is a comprehensive summary of the identification and evaluation process of opportunities and threats that can affect the existence of the industry. The following is the EFAS method from the curing industry, drying/salting industry, smoking industry, pickling processing industry and other processing industries, among others:

1. Pindang Fish Industry

External factors of the pindang fish industry which include opportunities and threats along with their weights and ratings can be seen in more detail in table 11 as follows:

Table 11. EFAS Matrix for Pindang Fish Industry

External Factors		Weight	Twig	Score	Comment
Opportunity					
1	The large number and growth of the population can increase the number of consumers and the level of sales	0.110	4	0.441	The increasing number of consumers and the population of the community's needs
2	Customer loyalty will increase the number of sales	0.119	4	0.475	Can maintain the number of consumers
3	Consumers who make purchases come from various levels of age, economy and type of work called market domination	0.114	3	0.343	Influence on market expansion
4	Sufficient transportation facilities and infrastructure	0.114	4	0.458	Influence on company operations
5	Some fish can be processed into pindang	0.110	3	0.331	Considerations for industrial development

External Factors		Weigh t	Twig	Score	Comment
Threat					
1	The main raw material with a decisive seasonal dependence on natural resources is the sea	0.106	1	0.106	Influence on the price of goods
2	Unclean environmental conditions Kondisi	0.110	2	0.220	Influence in the number of consumers
3	Lack of government and community support has a positive effect on sales	0.102	1	0.102	Influence on company operations
4	Similar industry competitors	0.114	2	0.229	Affect the number of consumers
	Total	1		2,703	

2. Salted Fish Industry

External factors of the salted fish industry which include opportunities and threats along with their weights and ratings can be seen in more detail in table 12 EFAS Matrix of Salted Fish Industry as follows:

Table 12. EFAS Matrix for Salted Fish Industry

External Factors		Weight	Twig	Score	Comment
Opportunity					
1	The large number and growth of the population can increase the number of consumers and the level of sales	0.150	4	0.602	Increasing consumers and the number of community needs
2	Consumers who make purchases come from various levels of age, economy and type of work called market domination	0.143	3	0.429	Influence on market expansion
3	Sufficient transportation facilities and infrastructure	0.143	4	0.571	Influence on company operations
4	Similar industries in one puger kulon village	0.135	3	0.406	Considerations for industrial development

External Factors		Weight	Twig	Score	Comment
Threat					
1	Unclean environmental conditions Kondisi	0.135	2	0.271	Influence in the number of consumers
2	Lack of government and community support has a positive effect on sales	0.150	1	0.150	Influence on company operations
3	Similar industry competitors outside Puger Kulon village desa	0.143	2	0.286	Affect the number of consumers
	Total	1		2,714	

3. Petis Industry

The external factors of the petis industry which include opportunities and threats along with their weights and ratings can be seen in more detail in table 13 of the Petis Industry EFAS Matrix as follows:

Table 13. EFAS Matrix for Petis Industry

External Factors		Weight	Twig	Score	Comment
Opportunity					
1	The resulting product has a unique taste	0.134	4	0.535	The uniqueness that consumers seek and love
2	Consumers who make purchases come from various levels of age, economy and type of work called market domination	0.134	3	0.402	Influence on market expansion
3	Sufficient transportation facilities and infrastructure	0.158	4	0.630	Influence on company operations
4	Similar industries in one puger kulon village	0.150	3	0.449	There is no competition or struggle for consumers
Threat					
1	Unclean environmental conditions Kondisi	0.134	2	0.268	Influence in the number of consumers
2	Lack of government and community support has a positive effect on sales	0.134	1	0.134	Influence on company operations
3	Similar industry competitors outside the village of Puger Kulon	0.15	2	0.315	Affect the number of consumers
	Total	1		2,732	

4. Terrace Industry

The external factors of the shrimp paste industry which include opportunities and threats along with their weights and ratings can be seen in more detail in the table 14

Table 14. EFAS Matrix for Terrace Industry

External Factors		Weight	Twig	Score	Comment
Opportunity					
1	The resulting product has a unique taste	0.105	4	0.421	The uniqueness that consumers seek and love
2	Customer loyalty will increase the number of sales	0.120	4	0.481	Can maintain the number of consumers
3	Consumers who make purchases come from various levels of age, economy and type of work called market domination	0.105	3	0.316	Influence on market expansion
4	Sufficient transportation facilities and infrastructure	0.120	4	0.481	Influence on company operations
5	Similar industries in one puger kulon village	0.113	3	0.338	There is no competition or struggle for consumers
Threat					
1	Seasonal shrimp raw materials	0.098	1	0.098	Influence on price and production process
2	Unclean environmental conditions Kondisi	0.105	2	0.211	Influence in the number of consumers
3	Lack of government and community support has a positive effect on sales	0.113	2	0.226	Influence on company operations
4	Similar industry competitors outside the village of Puger Kulon	0.120	2	0.241	Affect the number of consumers
	Total	1		2,812	

5. Shrimp Cracker Industry

External factors of the shrimp cracker industry which include opportunities and threats along with their weights and ratings can be seen in more detail in table 15 EFAS Matrix of Shrimp Cracker Industry

Table 15. EFAS Matrix for Shrimp Cracker Industry

External Factors		Weight	Twig	Score	Comment
Opportunity					
1	The large number and growth of the population can increase the number of consumers and the level of sales	0.102	4	0.409	Increasing consumers and community needs
2	Customer loyalty will increase the number of sales	0.118	4	0.472	Can maintain the number of consumers
3	Consumers who make purchases come from various levels of age, economy and type of work called market domination	0.110	4	0.441	Influence on market expansion
4	Sufficient transportation facilities and infrastructure	0.110	3	0.331	Influence on company operations
5	Similar industries in one puger kulon village	0.110	3	0.331	Considerations for industrial development
External Factors		Weight	Twig	Score	Comment
Threat					
1	Changes in flour prices will affect the amount of profit	0.110	2	0.220	Influence on the price of goods
2	Unclean environmental conditions Kondisi	0.118	2	0.236	Affect the number of consumers
3	Lack of government and community support has a positive effect on sales	0.110	1	0.110	Influence on company operations
4	Similar industry competitors outside Puger Kulon village desa	0.110	2	0.220	Affect the number of consumers
	Total	1		2,772	

IFAS and EFAS Matrix

The general electricity matrix consists of nine cells which are divided into three parts, namely the three cells on the left which indicate the Business Unit Strategy (SBU) in which the industry must invest or grow. Meanwhile, the lower left and upper right diagonal cells show the SBUs that are currently attractive and must be careful in setting strategies. The three lower right cells show low attractiveness SBUs, so the industry must think about how an industry is developing. The general electrical matrix aims to identify nine industrial strategy cells. Of the nine cells are grouped into three main strategies.

The following is the General Electricity Matrix for each industry :

1. Pindang Fish Industry

This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market.

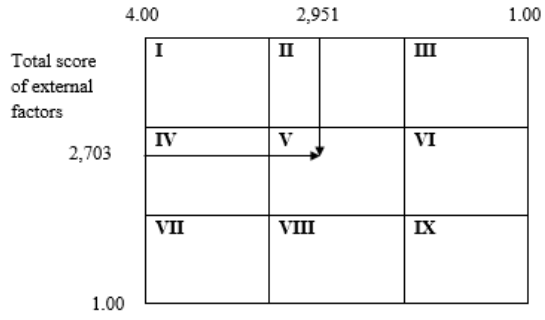


Fig. 2 Matrix of General Electric Pindang Fish Industry Total Internal Factor Score

2. Salted Fish Industry

This strategy is designed to achieve a growth, in sales, assets and profit. This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market.

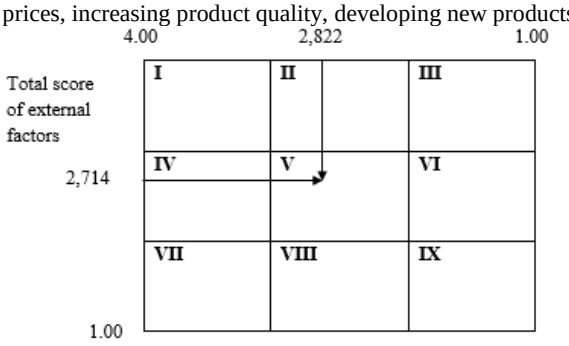


Fig. 3 Matrix of General Electric Salted Fish Industry Total Internal Factor Score

3. Petis Industry

This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market.

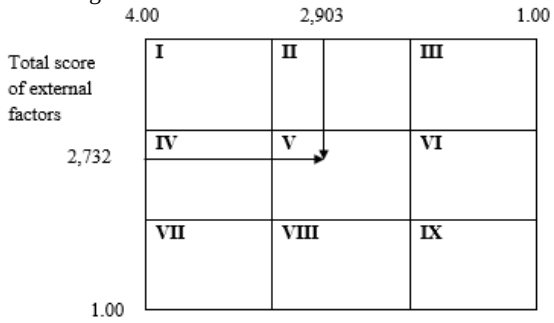


Fig. 4 Matrix of General Electric Petis Industry Total Internal Factor Score

4. Terrace Industry

This position shows the pindang fish industry in Puger Kulon Village, Puger District, Jember Regency is in a growth strategy (Growth Strategy). This strategy is designed to achieve a growth, in sales, assets and profit. This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market.

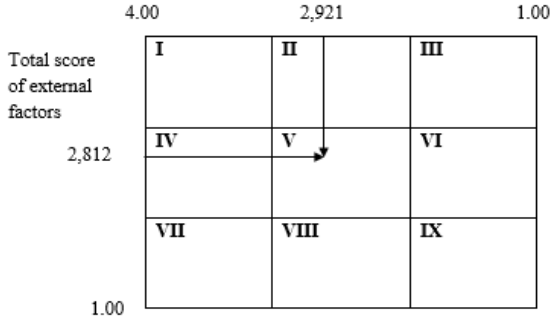


Fig. 5 Matrix of General Electric Terrace Industry Total Internal Factor Score

5. Shrimp Cracker Industry

This strategy is designed to achieve a growth, in sales, assets and profit. This can be achieved by lowering prices, increasing product quality, developing new products and increasing access to a wider market.

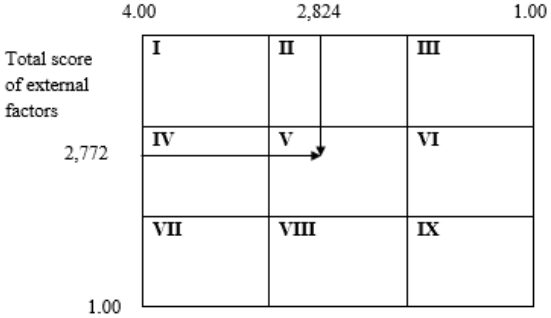


Fig. 6 Matrix of General Electric Shrimp Cracker Industry Total Internal Factor Score

SWOT Matrix

The SWOT matrix is a tool used to measure the company's strategic factors. This matrix can clearly describe the strengths and weaknesses as well as the opportunities and threats they have. The SWOT matrix for the fishing community group in the marine product processing industry includes the pindang fish industry, the salted fish industry, the petis industry, the shrimp paste industry and the shrimp cracker industry. This matrix can produce four possible alternative strategy cells which can be seen in the table below:

1. Pindang Fish Industry

ifas / EFAS	POWER(S) 1. Distribution channel 2. Product quality 3. Product price 4. Raw material available 5. Easy product manager 6. Location 7. Product inventory 8. Labor requirements	WEAKNESSES (W) 1. Relatively low level of education 2. Simple technology does not guarantee product hygiene 3. Raw materials are damaged quickly 4. Sales promotion 5. Employee wages
OPPORTUNITY (O) 1. Population number and growth 2. Customer loyalty 3. Market control 4. Facilities and infrastructure 5. Some types of fish can be processed into pindang fish	STRATEGY (SO) 1. Labeling or branding on products 2. Market network expansion 3. Creating new products	STRATEGY (WO) 1. HR capability development 2. Employee wages increased 3. Quality reinforcement by setting product standards 4. Creating new products
THREAT (T) 1. Seasonal raw materials 2. Environmental conditions 3. Government support 4. Similar industries outside Puger Kulon Village, Puger District, Jember Regency	STRATEGY (ST) 1. Creating new products 2. Strengthening quality and determining product standards 3. Creating a clean, orderly, safe environment will increase the number of consumers who come	STRATEGY (WT) 1. Optimization of promotions that can work together with the service 2. HR capability development

Fig. 7 SWOT Matrix for Pindang Fish Industry

2. Salted Fish Industry

ifas / EFAS	POWER(S) 1. Durable product 2. Product price 3. Raw material available 4. Easy product manager 5. Location 6. Product inventory	WEAKNESSES (W) 1. Relatively low level of education 2. Simple technology does not guarantee product hygiene 3. Raw materials are damaged quickly 4. Sales promotion 5. Employee wages
OPPORTUNITY (O) 1. Population number and growth 2. Customer loyalty 3. Market control 4. Facilities and infrastructure 5. Similar industries in one area	STRATEGY (SO) 1. Labeling or branding on products 2. Market network expansion 3. Develop product variants	STRATEGY (WO) 1. HR capability development 2. Employee wages increased 3. Quality reinforcement by setting product standards
THREAT (T) 1. Environmental conditions 2. Government support 3. Similar industries outside Puger Kulon Village, Puger District, Jember Regency	STRATEGY (ST) 1. Strengthening quality and determining product standards 2. Creating a clean, orderly, safe environment will increase the number of consumers who come	STRATEGY (WT) 1. Increasing employee wages which aims to improve employee welfare so as to increase employee loyalty. 2. Promotion optimization

Fig. 8 SWOT Matrix for Salted Fish Industry

3. Petis Industry

ifas / EFAS	POWER(S)	WEAKNESSES (W)
	1. Simple technology, easy to control product quality 2. Product price 3. Raw material available 4. Easy product manager 5. Location 6. Product inventory	1. Relatively low level of education 2. Simple technology does not guarantee product hygiene 3. Employee wages
OPPORTUNITY (O) 1. Has a unique taste 2. Market control 3. Facilities and infrastructure 4. Some types of fish can be processed into pindang fish	**STRATEGY (SO)** 1. Labeling or branding on products 2. Market network expansion 3. Creating new products	**STRATEGY (WO)** 1. HR capability development 2. Employee wages increased Strengthening 3. Quality reinforcement by setting product standards
THREAT (T) 1. Environmental conditions 2. Government support 3. Similar industries outside Puger Kulon Village, Puger District, Jember Regency	**STRATEGY (ST)** 1. Improving the quality of HR 2. Strengthening quality and determining product standards 3. Creating a clean, orderly, safe environment will increase the number of consumers who come	**STRATEGY (WT)** 1. Increasing employee wages which aims to improve employee welfare so as to increase employee loyalty. 2. Promotion optimization

Fig. 9 SWOT Matrix for Petis Industry

4. Terrace Industry

ifas / EFAS	POWER(S)	WEAKNESSES (W)
	1. Product lasts more than 6 months 2. Product quality 3. Product price 4. Raw material available 5. Easy product manager 6. Simple technology easy to control to maintain product quality 7. Location 8. Product inventory	1. Relatively low level of education 2. Simple technology does not guarantee product hygiene 3. Sales promotion 4. Employee wages
OPPORTUNITY (O) 1. Has a unique taste 2. Customer loyalty 3. Market control 4. Facilities and infrastructure 5. Similar industries in one area	**STRATEGY (SO)** 1. Labeling or branding on products 2. Market network expansion 3. Creating new products	**STRATEGY (WO)** 1. HR capability development 2. Employee wages increased 3. Quality reinforcement by setting product standards
THREAT (T) 1. Seasonal shrimp raw material 2. Environmental conditions 3. Government support 4. Similar industries outside Puger Kulon Village, Puger District, Jember Regency	**STRATEGY (ST)** 1. Strengthening quality and determining product standards 2. Creating a clean, orderly, safe environment will increase the number of consumers who come	**STRATEGY (WT)** 1. Optimization of promotions that can work together with related agencies 2. HR capability development

Fig. 10 SWOT Matrix for Terrace Industry

5. Shrimp Cracker Industry

ifas / EFAS	POWER(S)	WEAKNESSES (W)
	1. Long lasting product 2. Product quality 3. Product price 4. Raw material available 5. Easy product manager 6. Location 7. Product inventory	1. Relatively low level of education 2. Simple technology does not guarantee product hygiene 3. Raw materials are damaged quickly 4. Sales promotion 5. Employee wages
OPPORTUNITY (O) 1. Population number and growth 2. Customer loyalty 3. Market control 4. Facilities and infrastructure 5. Some types of fish can be processed into pindang fish	**STRATEGY (SO)** 1. Labeling or branding on products 2. Market network expansion	**STRATEGY (WO)** 1. HR capability development 2. Employee wages increased 3. Quality reinforcement by setting product standards
THREAT (T) 1. Flour price changes 2. Environmental conditions 3. Government support 4. Similar industries outside Puger Kulon Village, Puger District, Jember Regency	**STRATEGY (ST)** 1. Strengthening quality and determining product standards 2. Improving the quality of HR 3. Creating a clean, orderly, safe environment will increase the number of consumers who come	**STRATEGY (WT)** 1. Optimization of promotions that can work together with the service 2. Increase employee wages so as to increase employee loyalty 1. HR capability development

Fig. 11 SWOT Matrix for Shrimp Cracker Industry

After knowing the strengths, weaknesses, opportunities and threats of the fishing community group in the marine product processing industry in Puger Kulon Village, Puger District, Jember Regency, they can create a matrix that aims to find out how the opportunities and threats faced by the industry are adjusted to the strengths and weaknesses of an industry. that. The SWOT matrix describes various alternative strategies that can be carried out by the industry itself. There are four alternative strategies, namely the SO strategy (*Strength Opportunity*), WO (Weakness Opportunity), ST (Strength Treath) and WT (Weakness Treath). The data and information used by each strategy are obtained from the IFAS Matrix and the EFAS Matrix for each industry. Several alternative strategies are shown in the SWOT matrix, namely:

a. Labeling or branding on products
b. Market network expansion
c. Creating a new product or replacing the main ingredient with another

d. HR capability development
e. Employee wages increased
f. Quality reinforcement with product standard setters
g. Optimization of promotions and being able to cooperate with the local industry office dinas
h. Creating a clean, safe, peaceful and beautiful environment

SWOT Quadrant Diagram

1. Pindang Fish Industry

a. Internal Analysis Coordinates
   Strength-Weakness = 2.338 – 0.613 = 1.725
b. External Analysis Coordinates
   Opportunity-Threat = 2.047 – 0.657= 1.39

So the coordinates (x,y) are at points x (1,725) and y (1,39)

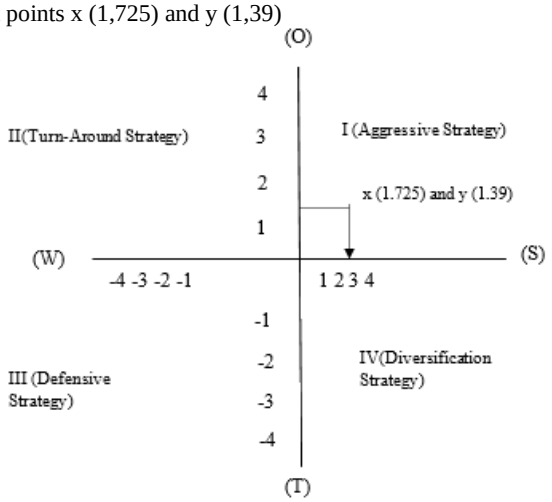


Fig. 12 Pindang Fish Industry SWOT Quadrant Diagram

2. Salted Fish Industry

a. Internal Analysis Coordinates
   Strength-Weakness = 2.084 – 0.738 = 1.346
b. External Analysis Coordinates
   Opportunity-Threat = 2.008 – 0.707 = 1.301

So the coordinates (x,y) are at the points x (1,346) and y (1,301)

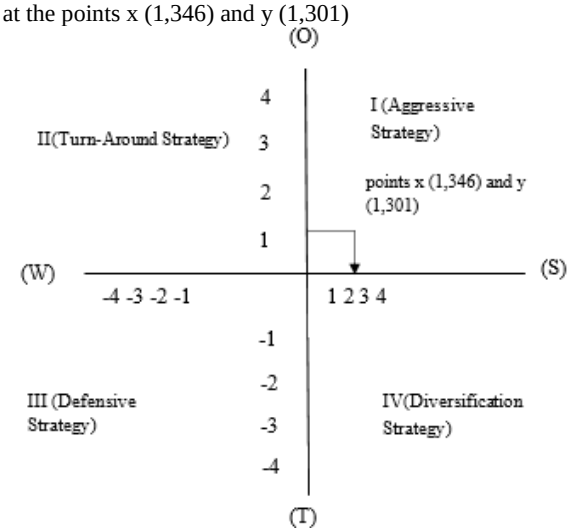


Fig. 13 Salted Fish Industry SWOT Quadrant Diagram

3. Petis Industry

a. Internal Analysis Coordinates
   Strength-Weakness = 2.359 – 0.544= 1.815
b. External Analysis Coordinates
   Opportunity-Threat = 2.016 – 0.717= 1.299

So the coordinates (x,y) are at points x (1,815) and y (1,299)

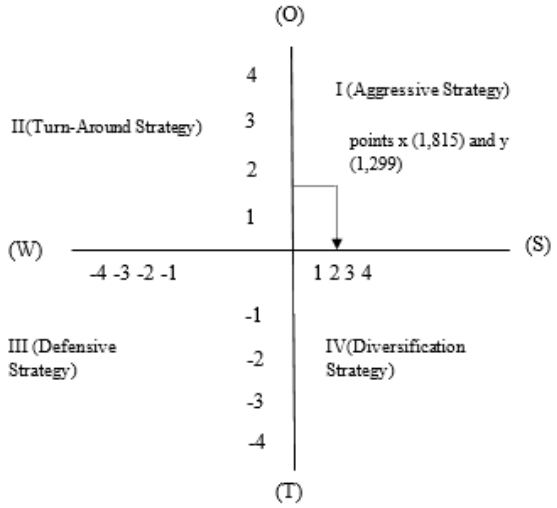


Fig. 14 Petis Industry SWOT Quadrant Diagram

4. Terrace Industry

a. Internal Analysis Coordinates
   Strength-Weakness = 2.452 – 0.469= 1.983
b. External Analysis Coordinates
   Opportunities-Threats = 2.038 – 0.774= 1.263

So the coordinates (x,y) are at points x (1,983) and y (1,263)

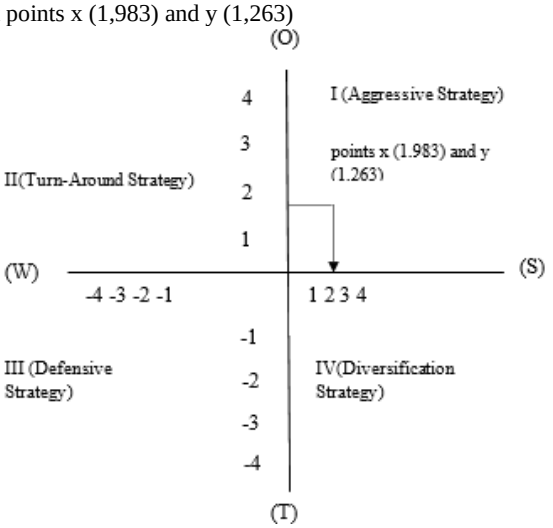


Fig. 15 Terrace Industry SWOT Quadrant Diagram

5. Shrimp Cracker Industry

a. Internal Analysis Coordinates
   Strength-Weakness = 2.283 - 0.541= 1.742
b. External Analysis Coordinates
   Opportunity-Threat = 1.984 – 0.787= 1.197

So the coordinates (x,y) are at the point x (1,742) and y (1,197)

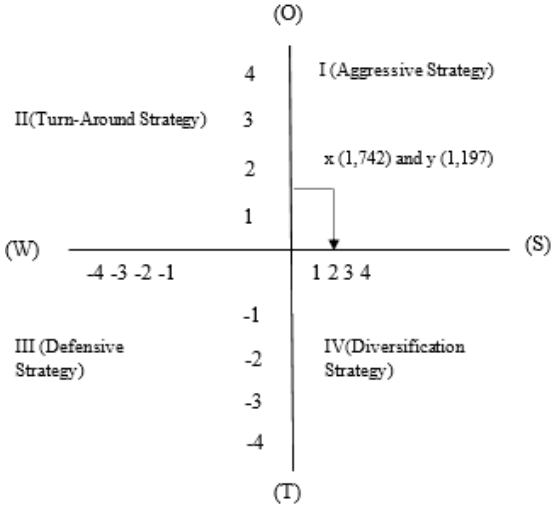


Fig. 16 Shrimp Cracker Industry SWOT Quadrant Diagram

4. DISCUSSION

The marine product processing industry in Puger Kulon Village, Puger District, Jember Regency has the advantage of being close to natural resources, namely the sea, so that the average production cost decreases. The unequal distribution of natural resources will cause many industries to be more interested in the place of sources than the market for their products. Likewise with the price of cheap labor or labor.

In addition to the location close to natural resources so that basic raw materials are easily met, the strength of the seafood processing industry is that the product is relatively easy to use so that it can minimize the weaknesses of basic raw materials that are easily damaged. Before the basic raw materials are damaged, the industry will process them into products, because it is quite easy to process these products, the industry can directly process the basic materials before they are damaged. The seafood processing industry in Puger Kulon Village, Puger District, Jember Regency in its processing still uses simple technology, but it does not reduce the quality of the product itself, especially the taste. With simple technology can make it easier to control during the process, so that the resulting product is in accordance with the wishes.The marine product processing industry in Puger Kulon Village, Puger District, Jember Regency still has an adequate supply of products.

The marine product processing industry on average has regular consumers and the products produced are liked by many people from children to the elderly. An opportunity that must be utilized optimally by industry in Puger Kulon Village, Puger District, Jember Regency. Labeling or branding products so that they have names and product quality standards will increase consumer confidence in industrial products in Puger Kulon Village, Puger District, Jember Regency and more optimal promotions will increase the number of consumers who consume industrial products so as to create new and well-known market networks. Industrial development in Puger Kulon Village, Puger District, Jember Regency can run more quickly and precisely if the industry in Puger Kulon Village, Puger District, Jember Regency and the local government build partnerships. The seafood processing industry in Puger Kulon Village, Puger District, Jember Regency is a*home industry*, labeling or branding products and promotions is difficult because of limitations and ignorance of how to do it.

The government can make a policy to improve and develop industry in Puger Kulon Village, Puger District, Jember Regency. Cooperatives or financial institutions formed by the government to help industries that lack capital and can be reactivated. The government can help to facilitate the process of labeling orbrands, just as the government conducts counseling about the benefits, methods and processes of labeling or branding products so that many industries are interested in running them. The government must repair and maintain facilities on an ongoing basis, such as improving markets and creating a clean environment and also increasing accessibility between regions and other regions which aims to facilitate industry in distribution distribution.

The development of an industry in Puger Kulon Village, Puger District, Jember Regency, then there will be many workers who have the expertise needed in the industry. Human resources in Puger Kulon Village, Puger District, Jember Regency are increasingly aware and motivated to improve their quality and create a workforce that has higher productivity. This will be of interest to new industries that aim for regional growth in Puger Kulon Village, Puger District, Jember Regency. The emergence of public awareness of increasing self-quality that must be balanced with the existence of a facility for the development of human resources, such as computer skills, repairing machines at a cost that does not burden the community.

A collaboration between industry with the government and the community, the industry in Puger Kulon Village, Puger District, Jember Regency will grow and develop, products and locations that are increasingly known by the wider community and the location of the location can be reached easily. The interaction between regions with many production activities is increasingly interesting in Puger Kulon VillagePuger District, Jember Regency for service industries such as commercial banks and other financial facilities. With so many advantages, it will invite many investors to invest in Puger Kulon Village, Puger District, Jember Regency.

Economic growth in the economy causes goods and services to be produced to increase and people's prosperity to increase. If the local government helps with appropriate and equitable policies, it will achieve a goal, which aims to support the process of growth and development of industries in Puger Kulon Village, Puger District, Jember Regency.

5. CONCLUSION

1. Pindang Fish Industry

Based on the results of the calculation of the IFAS matrix, the total score is 2,951 and the EFAS matrix has a total score of 2,703 if mapped in the general electric matrix at IFAS, the value is 1.00 from right to left with the last value of 4.00 and EFAS value is 1.00 from bottom left to top with a final score of 4 ,00 will get the meeting point at the top right cell V position. So, based on the results of the calculation of the IFAS and EFAS matrices applied to the fishing community group in the pindang fish industry, it is in cell number five (Growth), which is a situation where the fishing community group in the seafood processing industry experiences a period of growth through horizontal integrity.

The result of calculating the number of Coordinates of Internal Analysis is 1.725 and the number of Coordinates of External Analysis is 1.39. So the coordinates (x, y) are located at points x (1.725) and y (1.39) that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the position of the pindang fish industry is in quadrant I which means it is in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

2. Salted Fish Industry

Based on the results of the calculation of the IFAS matrix, the total score is 2.822 and the EFAS matrix is the total score is 2.714 if mapped in the general electrical matrix at IFAS the value is 1.00 from right to left with the last value 4.00 and EFAS value is 1.00 from bottom left to top with a final score of 4 ,00 will get the meeting point at the top right cell V position. So, based on the results of the IFAS and EFAS matrix calculations applied to fishing community groups in the salted fish industry, they are in cell number five (Growth), which is a situation where fishing community groups in the seafood processing industry experience a period of growth through horizontal integrity.

The result of calculating the number of Coordinates of Internal Analysis is 1.346 and the number of Coordinates of External Analysis is 1.301. So the coordinates (x,y) are located at the points x (1,346) and y (1,301) that the power factorgreater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the position of the salted fish industry is in quadrant I which means it is in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

3. Petis Industry

Based on the results of the calculation of the IFAS matrix, the total score is 2,903 and the EFAS matrix, the total score is 2,732, if mapped in the general electric matrix, the IFAS value is 1.00 from right to left with the last value 4.00 and EFAS 1.00 value from bottom left to top with a final score of 4 ,00 will get the meeting point at the top right cell V position. So, based on the results of the IFAS and EFAS matrix calculations applied to Micro, Small and Medium Enterprises, fishing community groups in the petis industry are in cell number five (Growth), which is a situation where fishing community groups in the seafood processing industry experience a period of growth through horizontal integrity.

The result of calculating the number of Coordinates of Internal Analysis is 1.815 and the number of Coordinates of External Analysis is 1.299. So the coordinates (x,y) are located at points x (1,815) and y (1,299) that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the industry positionpetis is in quadrant I which means in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

4. Terrace Industry

Based on the results of the calculation of the IFAS matrix, the total score is 2.921 and the EFAS matrix is the total score is 2.812 if mapped in the general electric matrix at IFAS the value is 1.00 from right to left with the last value 4.00 and EFAS value is 1.00 from bottom left to top with a final score of 4 ,00 will get the meeting point at the top right cell V position. So, based on the results of the calculation of the IFAS and EFAS matrices applied to the fishing community group in the shrimp paste industry, it is in cell number five (Growth), namely a situation where the fishing community group in the seafood processing industry experiences a period of growth through horizontal integrity.

The result of calculating the number of Coordinates of Internal Analysis is 1.983 and the number of Coordinates of External Analysis is 1.263. So the coordinates (x, y) are located at points x (1.983) and y (1.263) that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the industry positionshrimp paste is in quadrant I which means in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

5. Shrimp Cracker Industry

Based on the results of the calculation of the IFAS matrix, the total score is 2.824 and the EFAS matrix is the total score is 2.772 if mapped in the general electrical matrix at IFAS, the value is 1.00 from right to left with the last value of 4.00 and EFAS value is 1.00 from bottom left to top with a final value of 4 ,00 will get the meeting point at the top right cell V position.

So, based on the results of the calculation of the IFAS and EFAS matrices applied to fishing community groups in the shrimp cracker industry, they are in cell number five (Growth), which is a situation where fishing community groups in the seafood processing industry experience a period of growth through horizontal integrity.

The result of calculating the number of Coordinates of Internal Analysis is 1,742and the number of Coordinates of External Analysis is 1.197. So the coordinates (x,y) are at the point x (1,742) and y (1,197) that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the position of the shrimp cracker industry is in quadrant I which means it is in an aggressive position. Quadrant I is a very favorable situation. Companies have opportunities and strengths so they can take advantage of opportunities. Strategies that support growth and development policies aggressively.

6. SUGGESTIONS

The suggestions that we can give to the Puger Kulon Villages are as follows:

1. The industry can increase sales by finding new markets and encouraging consumers to continue to consume the products of the seafood processing industry in Puger Kulon Village, Puger District, Jember Regency by conducting continuous promotions.
2. The industry can conduct or conduct research that aims to determine the needs or desires of consumers by creating product innovations to prevent saturation of consumers in consuming these products.
3. Giving product brands so that consumers can distinguish the products of the seafood processing industry in Puger Kulon Village, Puger District, Jember Regency with other products. Provision of product standards to ensure product quality and hygiene so that consumers feel safe in consuming the product. By registering the product at the Jember Regency Health Department to be tested for feasibility on the product so that the quality and hygiene of the product is guaranteed.

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