

Marketing Strategy in Fish Processing Business in Ampel Village, Wuluhan District, Jember Regency

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Abstract

The aims of this study were: (1) To find out and identify what factors are the strengths, weaknesses, opportunities and threats that can affect marketing in fish processing businesses. (2) To find out the right marketing strategy that can be applied to fish processing business. The research method used in this research is descriptive quantitative with SWOT Analysis approach, IFAS/EFAS Matrix, and QSPM Matrix. The sampling method used accidental sampling. The data source used in this study is the primary data source obtained from observation and interviews. Meanwhile, secondary data sources were obtained from literature studies. Based on the IFAS and EFAS matrix, it can be seen that Mr. Partiman Sedyanto's fish processing business has a strong position in facing the dynamics of the external environment. The results of the QSPM Matrix show that the best strategy that can be implemented by Mr. Partiman Sedyanto's fish processing is SO1, namely product innovation in order to attract the attention of potential consumers.

Keywords: Marketing Strategy, Fish Processing, SWOT Analysis, IFAS/EFAS Matrix, QSPM Matrix

1. INTRODUCTION

Indonesia is the largest archipelago in the world. The enormous potential of marine and fisheries is one of the sectors that is relied upon in national development. In 2021, the export value of Indonesian fishery products reached USD 4.56 billion, which increased in value about 6.6% from the previous year (Ministry of Marine Affairs and Fisheries RI: 2021).

Jember Regency is one of the districts that has a very high potential of marine resources. This is evidenced by the amount of fisheries production produced by the Jember sea. In 2020, fishery production reached 9,977 tons (Ministry of Marine Affairs and Fisheries RI). Seeing the magnitude of this potential, many people in Jember are involved in businesses in the fishery sector, one of which is the fish processing business. According to the Center for Marine and Fishery Products Testing (2021) the fish processing business is one of the businesses that has the potential to increase national fish consumption.

One of the centers of fish processing in Jember is Ampel Village, Wuluhan District. Mr. Partiman Sedyanto's is the pioneer of fish processing business in Ampel Village. This is a hereditary business. Established since 1985, it still exists today. The main commodities produced fish processing by Mr. Partiman Sedyanto's are mackerel scad, spanish mackerel, cob, shrimp, anchovies, cutlassfish, and many more. In addition to selling fish, this fish processing business also sells various kinds of shrimp paste. The daily production of this fish processing business reaches 3 to 4 kw/day. However, during the Covid -19 pandemic, daily production decreased significantly. The decrease in daily production can affect sustainability of the business.

In the current era of information technology development, companies can easily find and explore information and market products anytime and anywhere. However, this cannot go well if the company does not establish the right marketing strategy. The marketing strategy is the overall program carried out by companies to determine target market and satisfy consumers by building a combination of elements from the marketing mix. (Kurtz: 2008 in Nadya: 2020). Based on this understanding, it is clear that a marketing strategy is important to be applied to every developing business in order to make the business run optimally in accordance with the predetermined objectives.

The aims of this research are: (1) to know and identify what are the strengths, weaknesses, opportunities and threats that can affect marketing in fish processing businesses. (2) to find out the right marketing strategy that can be applied to fish processing business.

The problem limitations in this research are carried out so that research could focus more on the objectives of the problem. Thus, the problem restrictions in this study are: (1) The research was conducted in October - December 2022. (2) The object of this research is Mr. Partiman Sedyanto's fish processing business.

2. RESEARCH METHODS

This research was conducted in October - December 2022, located at the fish processing business of Mr. Partiman Sedyanto's, Ampel Village, Wuluh District. The population in this study are owners, employees, and all consumers who purchase fish. The sampling technique used in this study is accidental sampling. According to Sugiyono (2009), accidental sampling is a sampling technique based on chance. In this case the researcher does not determine the number of samples in advance. However, researchers directly collect data from the sampling unit encountered. The sample criteria used in this study are the owners of the processing business, employees who have worked for > 2 years and consumers who have become regular customers. This type of research is quantitative descriptive research. Quantitative descriptive research is a study of phenomena or situations by collecting data that can be measured. The data sources used in this research are primary and secondary data sources. Primary data sources were obtained from field observations and interviews. While, secondary data sources are obtained from books, articles, and journals. There are two variables in this study, namely the internal environment (*strength, weakness*) and external environment (*opportunity, threat*). Indicators in the internal environment include market and marketing mix aspects, production aspects, organizational aspects of human resource management, collaboration aspects, and financial aspects. Indicators on the external environment include the macro and micro external environment. The data collection methods in this research are observation, interviews, and literature study. The data analysis methods used in this research is (1) IFAS/EFAS Matrix, (2) SWOT Diagram and Matrix, and (3) QSPM Matrix.

3. ANALYSIS OF RESEARCH RESULT

Based on the results of the analysis of the internal and external environment in this fish processing business, several variables can be formulated, including the internal environment into strengths and weaknesses variables. While the external environment becomes an opportunity and threat variable. The following is the IFAS Matrix strategy formulation for fish processing business.

Table 1 IFAS Matrix of Fish Processing Business

Internal Strategy Factors		Weight	Rating	Score Value
Strength (S)				
1.	Products offered are diverse	0,13	4	0,52
2.	Marketing locations is easy to reach	0,13	3	0,39
3.	Affordable prices	0,10	3	0,30
4.	Continuous production	0,10	3	0,30
5.	Collaboration with the local community	0,10	3	0,30
6.	Have good financial records	0,10	3	0,30
Sub Total Strength		0,67		2,11
Weakness (W)				
1.	Promotion is still traditional	0,10	3	0,30
2.	Organizational management is less than optimal	0,07	2	0,14
3.	There is no clear division of job desk	0,07	2	0,14

4.	The target market is still small	0,10	2	0,20
Subtotal Weakness		0,33		0,78
TOTAL		1,0		2,89

Source: Primary data processed (2022)

Based on table 4.2, it can be seen that the strength score value is 2.13 and the weakness score is 0.77. The strength value possessed by fish processing are greater in value when compared to the value of weakness. Thus, the strengths possessed by the company are able to overcome existing weaknesses.

Table 2 EFAS Matrix of Fish Processing Business

External Strategy Factors		Weight	Rating	Score Value
Opportunity (O)				
1.	Government policy GEMARIKAN	0,09	3	0,27
2.	Community income increases	0,09	2	0,18
3.	Raw material fluctuations	0,13	3	0,39
4.	The trend of people using digital marketing	0,09	4	0,36
5.	Supply of raw materials from the first party	0,13	3	0,39
6.	Have regular customers	0,13	3	0,39
Sub Total Opportunity		0,66		1,98
Threat (T)				
1.	Uncertain weather and climate conditions	0,09	2	0,18
2.	Increased competition	0,09	3	0,27
3.	Customer complaints	0,09	2	0,18
4.	Substitution product	0,06	2	0,12
Sub Total Threat		0,34		0,75
TOTAL		1,00		2,73

Source: Primary data processed (2022)

Based on table 2, it can be seen that the opportunity score value is 1.98 and the threat score value is 0.75. This means that the opportunities owned by the company are greater than the existing threats.

Table 3 SWOT Matrix of Fish Processing Business

IFAS/ EFAS	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Products offered are diverse 2. Marketing locations are easy to reach 3. Affordable prices 4. Continuous production 	<ol style="list-style-type: none"> 1. Promotion is still traditional 2. Organizational management is less than optimal

	<ol style="list-style-type: none"> 5. Collaboration with the local community 6. Good financial records 	<ol style="list-style-type: none"> 3. There is no clear division of job desk 4. The target market is still small
<p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Government policy GEMARIKAN 2. Community income increases 3. Raw material price fluctuations 4. Trends use digital marketing 5. Raw materials from the first party 6. Have regular customers 	<p>SO strategy</p> <ol style="list-style-type: none"> 1. Innovate products to attract the attention of potential customers 2. Maintaining the quality and grade of fish processing 3. Improve service quality 	<p>WO strategy</p> <ol style="list-style-type: none"> 1. Utilize the internet as a medium for marketing and promoting pindang products 2. Expand the market to increase business scale
<p>Threat (T)</p> <ol style="list-style-type: none"> 1. Uncertain weather and climate conditions 2. Increased competition 3. Customer complaints 4. Substitution Products 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Establish good relations with customers, suppliers and the surrounding community 2. Tighten the production process 	<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Increase local promotional activities

Source: Primary Data (2022)

Based on the SWOT Matrix table above, there are four types of strategies that are determined as alternative marketing strategies by Mr. Partiman Sedyanto's fish processing business. However, the strategy that will be applied to this transfer business is the SO strategy. SO strategy is a strategy that utilizes the strengths possessed by the company to take advantage of existing opportunities. Some of the strategies that will be implemented are product innovation in order to attract the attention of potential consumers, maintain the quality and grade of fish processing, and improve the quality of service to consumers. The following is a SWOT quadrant diagram of Mr. Partiman's fish processing business.

Internal analysis coordinate (*internal score*)

= Total Score of Strength - Total Score of Weakness

= 2,11 - 0,78 = 1,33

External analysis coordinate (*external score*)

= Total Score of Opportunity - Total Score of Threat

= 1,98 - 0,75 = 1,26

Based on the calculation above, it can be seen that the internal analysis coordinate value is 1.33 and the external analysis coordinate value is 1.26. So that if a cut point is formed, it will form a point (1.33 . 1.26). The following is a SWOT quadrant diagram for fish processing efforts, which can be seen in Figure 4.2



Based on the picture above, it can be seen that the position of the target is in quadrant I. That means the position is in the growth position. In this position, prospecting has greater strengths when compared to the existing weaknesses, and the opportunities possessed by the prospectors are also greater when compared to the existing threats. This is a very favorable situation for the sustainability of the mining business. Thus, the strategy that must be implemented by the company is to support an aggressive strategy policy. The final stage in the analysis of strategy formulation is the QSPM matrix. The following is the QSPM matrix for fish processing business.

Table 4 QSPM Matrix of Fish Processing Business

Key Factor	Weight	SO1		SO2		SO3	
		AS	THAT	AS	THAT	AS	THAT
The products offered are diverse	0,13	4	0,52	3	0,39	2	0,26
Marketing locations is easy to reach	0,13	2	0,26	2	0,26	2	0,26
Affordable prices	0,10	3	0,30	3	0,30	3	0,3
Continuous production	0,10	2	0,20	3	0,30	1	0,1
Collaboration with the local community	0,10	3	0,30	2	0,20	2	0,2
Have good financial records	0,10	2	0,20	2	0,20	1	0,1
Promotion is still traditional	0,10	2	0,20	2	0,20	2	0,2
Organizational management is less than optimal	0,07	2	0,14	2	0,14	1	0,07
There is no clear division of job desk	0,07	2	0,14	3	0,21	1	0,07
The target market is still small	0,10	3	0,30	1	0,10	1	0,1
Government policy GEMARIKAN	0,09	3	0,27	3	0,27	2	0,18

Community income increases	0,09	3	0,27	2	0,18	3	0,27
Raw material price fluctuations	0,13	2	0,26	3	0,39	1	0,13
The trend of people using digital	0,09	2	0,18	1	0,09	2	0,18

marketing							
Supply of raw materials from the first party	0,13	2	0,26	3	0,39	1	0,13
Have regular customers	0,13	3	0,39	3	0,39	3	0,39
Uncertain weather and climate conditions	0,09	2	0,18	2	0,18	1	0,09
Increased competition	0,09	2	0,18	3	0,27	3	0,27
Customer complaints	0,09	2	0,18	3	0,27	3	0,27
Substitute Products	0,06	3	0,18	2	0,12	2	0,12
STAYS			4,91		4,85		3,69
RANK			1		2		3

Table 5 Determine the Best Strategy

Q1 - SO (Aggressive Strategy)
SO1: Innovate product to attract the attention of potential customers (Best Strategy)
SO2: Maintaining the quality and grade of fish processing
SO3: Improving service quality

The results of the table above shows that SO1 shows a value of 4.91 where this figure has the highest value when compared to other strategies. Thus, SO1 is the best strategy that can be implemented by Mr. Partiman Sedyanto's fish processing business.

4. CONCLUSIONS

The Internal factors that can influence the marketing of Mr. Partiman Sedyanto's fish processing business includes six strengths and four weaknesses. These factors are analyzed based on several aspects. Based on the (IFAS) the total score of the strength obtained is 2.11 while the value of weakness is 0.78. This means that the company has good strengths to overcome existing weaknesses. While external factors that can affect fish selection include six opportunities and four threats. Based on the (EFAS) the total value of the opportunity score is 1.97 and the total value of the threat is 0.78. This means that the fish processing business can respond to opportunities and minimize existing threats. Based on the analysis of the SWOT quadrant diagram and the SWOT Analysis Matrix, Mr. Partiman's fish processing business supports an aggressive strategy. The fish processing business implements an alternative SO strategy which consisting of three alternative strategies. Furthermore, the three alternatives are analyzed again using the QSPM Matrix to find out which strategy is the best that can be implemented by a prospecting business. This strategy is the SO1 strategy, which is to innovate products in order to attract the attention of potential customers.

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