

## **Original Research Article**

# **Business Development Strategy for Skipjack Fish Floss**

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### **ABSTRACT**

This study aims to analyze the business development strategy of the UMKM of Wadimah, Skipjack Fish Floss in Kabupaten Bandung. This research was conducted from November 2021 to May 2022 at UMKM Floss Wadimah, Kabupaten Bandung, Jawa Barat. The research method used in this research is a case study, which will be explained descriptively. The sources of data in this study are primary data (observed data) and secondary data (books, journals, etc.). The data collection technique used is direct observation to the place, distribution of pre-questionnaires to owners and employees totaling 5 people, and consumers totaling 100 people with a duration of 1 month (7 February – 7 March 2022) using accidental sampling technique. Based on the results of the study, it can be seen that the Wadimah Skipjack Fish Floss Business is in the position of the Wadimah Skipjack Fish Floss Business occupies Quadrant II. This means supporting a diversification strategy by using strengths to take advantage of long-term opportunities. Strategy of this business development. can be done by implementing the WO (*Weakness - Opportunity*) strategy which includes utilizing the support of local, central, and provincial governments as well as possible in overcoming limited capital and facilities and infrastructure in producing floss meat, participating in various training organized by the government, in order to improve quality human resources, expanding partners to look for alternatives if you have difficulty in obtaining main or supporting raw materials, and continue to innovate and produce diversification in skipjack fish floss products so that they can expand the target market, improve practical culture, and consume processed fishery products.

*Keywords: Floss, skipjack Fish, Business, Strategy, Development*

### **1. INTRODUCTION**

The fisheries sector is one of the important resources for the needs of people's lives and has the potential to become the prime mover of the Indonesian Economy [1]. This condition is supported by the vast territorial waters of Indonesia and its large marine potential. This has decided the Government of Indonesia to include the fisheries sub-sector as the main driver for the agricultural sector through the export channel in the national economic growth based on the National Medium Term Development Plan (RPJMN) 2020-2024.commodity perishable food. The decay occurs due to microbes and enzymes from the fish itself so that the fish's endurance is short. This is certainly an obstacle in processing fishery products. The right solution to overcome this problem is to diversify. One of the diversification of fishery products that is popular in the community is floss fish [2].

floss is a processed product in the form of raw materials that have been added with special spices, to enhance the taste and extend the shelf life [3]. Floss Wadimah is a producer of floss processed in various flavors, such as floss chicken, beef, fish, and skipjack. These various variants emerged because of the initiative from the manufacturer to improve the taste of the existing floss meat. Skipjack fish is the newest flavor variant that has been around since 2018 and has managed to become the best-selling product today. The purpose of this study was to analyze the business development strategy of Micro, Small, and Medium Enterprises (UMKM) of Wadimah Skipjack Fish Floss Production in Kabupaten Bandung. This is in accordance with the consideration that the skipjack fish floss product is still relatively new, but can compete with other floss flavor variants, as evidenced by the rapid development of sales of this floss product.

## **2. METHODOLOGY**

This research was conducted from November 2021 to May 2022 at Floss UMKM Wadimah, Kabupaten Bandung, Jawa Barat. The research method used in this research is a case study, which will be explained descriptively. Case study is a research method that aims to study and investigate an event or phenomenon regarding individuals [4]. Descriptive analysis is an analysis used to describe a situation, event, object, or matters related to research variables clearly [5].

Data sources are divided into two types, namely primary data and secondary data. Primary data is data that is up to date or directly from related parties. Secondary data is data obtained indirectly or from various sources [6]. This study uses primary data, from distributing questionnaires and secondary data, from relevant books, journals, or thesis. The data collection technique used is the distribution of questionnaires. Before the questionnaire was distributed, there was a pre-questionnaire filled out by the owner to validate the data on internal and external factors from the company. After that, it was continued with the distribution of questionnaires to the owners and employees totaling 5 people to find scores from internal and external factors and questionnaires distributed to consumers totaling 100 people in one month (February 7-7 March 2022), to validate data on internal and external factors from the owner to the consumer through the marketing mix (Product, Price, Place, Promotion). The data analysis used is SWOT analysis, which consists of:

### **2.1 Internal Strategy Factor Matrix**

There are several ways to determine the Internal Factor Analysis Strategic (IFAS) [7], including:

1. Determine the factors that are the company's strengths and weaknesses in column 1.
2. Give each factor a weight on a scale starting from 1.0 (most important) to 0.0 (not important) based on the influence of these factors on the company's strategic position. All these weights must not exceed the total score of 1.00.
3. Calculate the rating (in column 3), for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor), based on the influence of these factors on the condition of the company concerned. Positive variables (all variables included in the strength category) are scored from +1 to +4 (very good) by comparing them with the industry average or with the main competitors. While the variables that are negative, the opposite. For example, if the company's weakness is very large compared to the industry average, the value is 1, whereas if the company's weakness is below the industry average, the value is 4.
4. Multiply the weight in column 2 by the rating in column 3, to obtain the weighting factor by column 4. The result is a weighted score for each factor whose value varies from 4.0 (outstanding) to 1.0 (poor).

5. Add up the weights (in column 4), to get the total weighting score for the company concerned. This total value shows how a particular company reacts to its internal strategic factors. This total score can be used to compare this company with other companies in the same industry group.

**Table 1. Calculation of internal strategy**

| Internal Factor Analysis Strategic (IFAS) | Weight | Rating | Score<br>(Weight × Rating) |
|-------------------------------------------|--------|--------|----------------------------|
| Strengths:<br>• .....<br>• .....          |        |        |                            |
| Weaknesses:<br>• .....<br>• .....         |        |        |                            |
| Total                                     |        |        |                            |

## 2.2 Matrix of External Strategic Factors

Several ways to determine External Factor Analysis Strategic (EFAS) [7], among others:

1. Determine the factors that become opportunities and company threats in column 1.
2. Give each factor a weight in column 2, starting from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors.
3. Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of these factors on the condition of the company concerned. The rating value for the opportunity factor is positive (a bigger opportunity is given a +4 rating, but if the opportunity is small, it is given a +1 rating). Giving a threat rating value is the opposite. For example, if the threat value is very large, the rating is 1. Conversely, if the threat value is low, the rating is 4.
4. Multiply the weight 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. whose value varies from 4.0 (outstanding) to 1.0 (poor).
5. Add up the weighting scores (in column 4), to obtain the total weighting score for the company concerned. This total value shows how a particular company reacts to its external strategic factors. This total score data is used to compare this company with other companies in the same industry group.

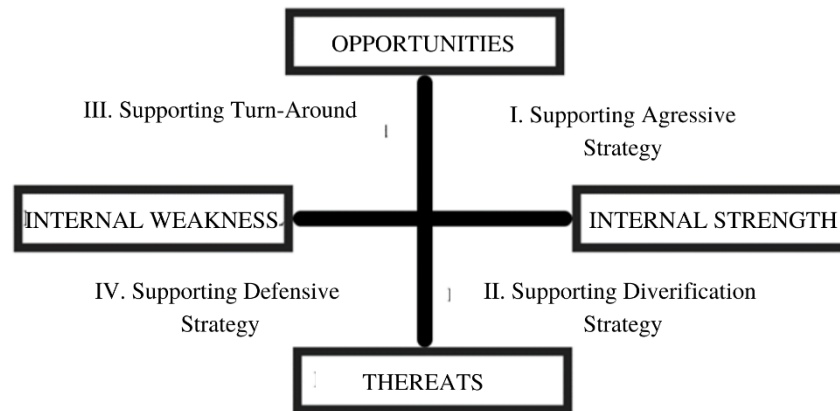
**Table 2. Calculation of external strategy**

| External Factor Analysis Strategic (EFAS) | Weight | Rating | Score<br>(Weight × Rating) |
|-------------------------------------------|--------|--------|----------------------------|
| Opportunities:<br>• .....<br>• .....      |        |        |                            |

|          |  |  |  |
|----------|--|--|--|
| Threats: |  |  |  |
| • .....  |  |  |  |
| • .....  |  |  |  |
| Total    |  |  |  |

## 2.3 SWOT Diagram Matrix

After knowing the Internal Factor Analysis Strategic (IFAS) and External Factor Analysis Strategic (EFAS), then the SWOT matrix is analyzed to determine the development position of the Wadimah's Floss Skipjack fish production [7], as in **Figure 1**.



**Fig 1.SWOT analysis diagram**

### Quadrant I

This is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (growth oriented strategy).

### Quadrant II

Despite facing various threats, this company still has internal strength. The strategy that must be applied is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product/market).

### Quadrant III

The company faces huge market opportunities, but on the other hand, it faces several internal constraints/weaknesses. The business conditions in quadrant III are similar to the Question Mark in the BCG Matrix. The focus of this company's strategy is to minimize the company's internal problems so that it can seize better market opportunities. For example, Apple uses a technology review strategy by offering new products in the microcomputer.

### Quadrant IV

This is a very unfavorable situation, the company faces various internal threats and weaknesses.

## 2.4 SWOT Matrix

There are 4 groups of alternative strategies, namely SO strategy, ST strategy, WO strategy, and WT strategy [8]. The four groups of alternative strategies can be described as follows [9].

1. SO Strategy (Strength – Opportunity)  
This strategy is based on the company's mindset, namely by utilizing all the strengths it has to seize and take advantage of opportunities as much as possible.
2. ST Strategy (Strength – Threat)  
This strategy is based on the company's strengths to anticipate existing threats.
3. WO Strategy (Weakness – Opportunity)  
This strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses.
4. WT (Weakness-Threat)  
Strategy This strategy is based on defensive activities, where the company tries to minimize weaknesses and at the same time avoid existing threats.

**Table 3. SWOT Matrix**

| <b>External</b>                                                     | <b>Strength (S)</b><br>Lists all strengths.                                                             | <b>Weakness (W)</b><br>List all the weaknesses you have.                                     |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Internal</b>                                                     |                                                                                                         |                                                                                              |
| <b>Opportunity (O)</b><br>A list of all identifiable opportunities. | <b>SO Strategy</b><br>Use all the strengths you have to take advantage of the opportunities that exist. | <b>WO Strategy</b><br>Overcome all weaknesses by taking advantage of existing opportunities. |
| <b>Threat (T)</b><br>List all threats that can be identified.       | <b>ST Strategy</b><br>Use all strengths to avoid threats.                                               | <b>WT Strategy</b><br>Suppress all weaknesses and prevent all threats.                       |

### 3. RESULT AND DISCUSSION

#### 3.1 Demographic Characteristics of Respondents

Based on the aspect of region (Table 4), it can be seen that the dominant area is Regency Bandung. This is considered very reasonable, because the area is close to the place where Wadimah's Floss is sold.

Based on the aspect of gender (Table 4), it can be seen that the number of respondents with female sex is more dominant than male. This is because women tend to dominate in doing household activities, especially in meeting their daily food needs. However, seeing the percentage of men who buy floss skipjack fish is no less large, it is possible for men to shop for food needs.

Based on the aspect of age (Table 4), it is known that consumers who dominate are aged 46-65 years (elderly). Where consumers at that age apply a practical lifestyle when they decide to buy floss.

Based on the aspect of occupation (Table 4), it can be seen that the number of respondents with self-employed jobs dominates more than other occupations. This is in accordance with the customer segment of Wadimah's Floss Ikan skipjack, which targets that the products they sell are deliberately prioritized on career women.

Based on the aspect of media (Table 4), it can be seen that the number of respondents with indirect (online) purchasing media is more dominant than direct (offline) purchases (Table 8). This is caused by the current condition which is still a pandemic, so many consumers prefer not to leave the house and decide to transact online.

**Table 4. Demographic characteristics of respondents**

|            | Aspect               | Respondent<br>(person)  | Percentage<br>(%) |
|------------|----------------------|-------------------------|-------------------|
| Region     | Bandung Regency      | 79                      | 79                |
|            | Bandung City         | 13                      | 13                |
|            | Outside Bandung City | 8                       | 8                 |
|            | Total                | 100                     | 100               |
|            | Aspect               | Respondents<br>(People) | Percentage<br>(%) |
| Gender     | Female               | 59                      | 59                |
|            | Male                 | 41                      | 41                |
|            | Total                | 100                     | 100               |
|            | Aspect               | Respondent<br>(person)  | Percentage<br>(%) |
| Age        | 12-25 Years          | 20                      | 20                |
|            | 26-45 Years          | 25                      | 35                |
|            | 46-65 Years          | 54                      | 54                |
|            | 66 Years             | 1                       | 1                 |
|            | Total                | 100                     | 100               |
|            | Aspect               | Respondents<br>(People) | Percentage<br>(%) |
| Occupation | Students             | 7                       | 7                 |
|            | Entrepreneurs        | 35                      | 35                |
|            | Housewives           | 18                      | 18                |
|            | Civil Servants       | 14                      | 14                |
|            | Others               | 26                      | 26                |
|            | Total                | 100                     | 100               |
|            | Aspect               | Respondents<br>(People) | Percentage<br>(%) |
| Media      | Direct (Offline)     | 27                      | 27                |
|            | Indirect (Online)    | 73                      | 73                |
|            | Total                | 100                     | 100               |

## 3.2 Business Development Strategy

### 3.2.1 Identification of Internal Strategy Factors

Result of questionnaire distributed to owners and employees. shows that the internal strategy factor in the Wadimah Skipjack Fish Floss Business, namely the strength factor is

greater than the weakness (Table 9). It means. The strength factor is very influential, especially on the factor of the lack of facilities and infrastructure in the floss production process. so that the production process lasts longer with a weight value of 28%. These factors greatly affect the efficiency of time and the quantity of floss produced. Besides that. The existence of various variations of floss produced by UMKM Wadimah causes the production process to be carried out alternately and on a scheduled basis.

**Table 5. Matrix of internal factor analysis strategic (IFAS)**

| Internal Strategy Factors                                                                                   | Weight   | Rating | Score<br>(Weight ×<br>Rating) |
|-------------------------------------------------------------------------------------------------------------|----------|--------|-------------------------------|
| <b>Strengths</b>                                                                                            |          |        |                               |
| Good management of division of tasks.                                                                       | 0.22     | 2.6    | 0.58                          |
| Innovation of unique product taste.                                                                         | 0.26     | 3      | 0.78                          |
| Attractive product packaging.                                                                               | 0.26     | 3      | 0.78                          |
| Good customer service.                                                                                      | 0.26     | 3      | 0.78                          |
| <b>Total</b>                                                                                                | <b>1</b> |        | <b>2.91</b>                   |
| <b>Weaknesses</b>                                                                                           |          |        |                               |
| Limited human resources.                                                                                    | 0.24     | 3      | 0.72                          |
| The main raw materials are difficult to obtain and expensive.                                               | 0.24     | 3      | 0.72                          |
| There is limited capital.                                                                                   | 0.24     | 3      | 0.72                          |
| The lack of facilities and infrastructure for floss production so that the production process lasts longer. | 0.28     | 2.6    | 0.74                          |
| <b>Total</b>                                                                                                | <b>1</b> |        | <b>2.89</b>                   |

### 3.2.2 Identification of External Strategic Factors The

results of the questionnaire distributed to owners and employees showed that the external strategy factors in the Wadimah Skipjack Fish Floss Business, namely the threat factor was greater than the opportunity (Table 10). That is, the threat factor is very influential, especially in the aspect of a broad target market of 29%. These factors greatly affect the sales value of the floss skipjack fish produced. This opportunity is certainly considered very profitable. because with a broad target market. the products sold can be consumed by all groups.

**Table 6. Matrix of external factor analysis strategic (EFAS)**

| External Strategic Factors                                                                                 | Weight   | Rating | Score<br>(Weight ×<br>Rating) |
|------------------------------------------------------------------------------------------------------------|----------|--------|-------------------------------|
| <b>Opportunities</b>                                                                                       |          |        |                               |
| Broad target market.                                                                                       | 0.29     | 3.00   | 0.87                          |
| There is a practical culture.                                                                              | 0.23     | 2.40   | 0.55                          |
| Availability of assistance and support from local governments is high enough to assist UMKM in their area. | 0.21     | 2.20   | 0.46                          |
| Increased consumption of processed fishery                                                                 | 0.27     | 2.80   | 0.76                          |
| <b>Total</b>                                                                                               | <b>1</b> |        | <b>2.64</b>                   |
| <b>Threats</b>                                                                                             |          |        |                               |
| Unstable economy                                                                                           | 0.28     | 2.40   | 0.67                          |

|                                                                                                                          |          |             |      |
|--------------------------------------------------------------------------------------------------------------------------|----------|-------------|------|
| Climatic conditions affecting the main raw materials.                                                                    | 0.23     | 3.00        | 0.70 |
| Instability of supporting raw material prices.                                                                           | 0.26     | 2.80        | 0.72 |
| There are substitute products for floss fish such as floss chicken and beef. which until now still dominates the market. | 0.23     | 3.00        | 0.70 |
| <b>Total</b>                                                                                                             | <b>1</b> | <b>2.78</b> |      |

### 3.2.3 Strategy

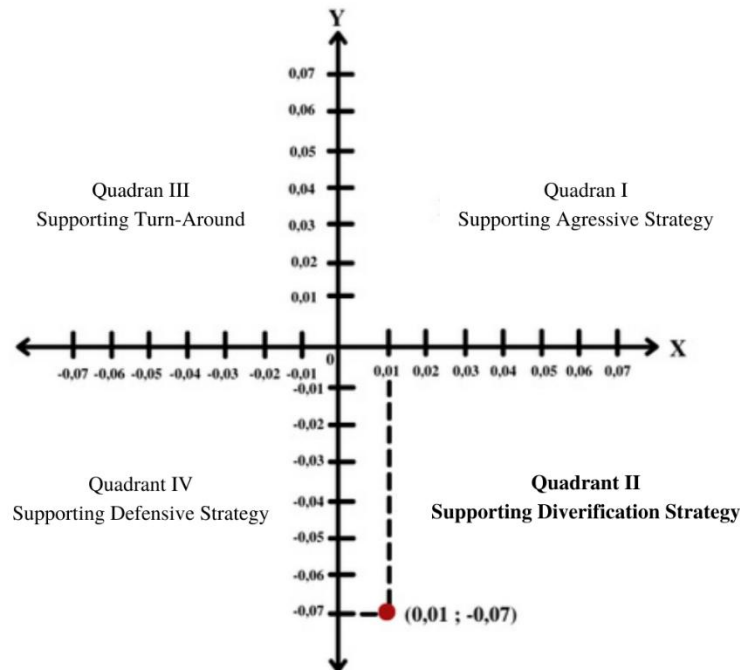
Matrix The strategic matrix aims to determine the position of a business activity through the values obtained from the IFAS and EFAS matrices to create a business development strategy. IFAS and EFAS scores are used to find the coordinates of the Cartesian diagram. at which point the company's position in the SWOT analysis quadrant will be known. The formula used to find the coordinates of the point. namely:

$$\frac{X}{2} ; \frac{Y}{2}$$

$$\begin{aligned} \text{Coordinate of Internal Analysis (x Axis)} &= \frac{S - W}{2} = \frac{2.91 - 2.89}{2} = 0.01 \\ \text{Coordinate of External Analysis (Y axis)} &= \frac{O - T}{2} = \frac{2.64 - 2.78}{2} = -0.07 \end{aligned}$$

From the results of these calculations. the coordinates are obtained (0.01 ; -0.07). These coordinate points describe the location of the condition of the Wadimah Skipjack Fish Floss Business (Figure 2).

Based on the results of the matrix graph of the Wadimah floss Skipjack skipjack Business Strategy, it is known that the position of this floss business is in quadrant II, namely the company supports a diversification strategy. It means. although the company faces various threats. this company still has strength internally. The strategy that must be applied is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product/market). This is in accordance with the key activities (main activities) carried out by the owner as well as suggestions from consumers. namely continuing to innovate in making derivative products of floss skipjack fish, such as eggroll, cheese stick, sumpia. etc.



**Fig. 2. Matrix of business strategy for floss skipjack fish for wadimah production**

### 3.2.4 Meaning of Strategy

Based on the data obtained (Figure 3), it can be seen that the strategy for developing the Wadimah Skipjack Fish Floss Business is by implementing a WO (Weakness Opportunity) strategy which includes utilizing local government support , provincial, and central as well as possible in overcoming the limitations of capital and facilities and infrastructure in producing floss.

In addition, participating in various trainings organized by the government can be a solution to improve quality human resources, expand partners to find alternatives if they experience difficulties in obtaining main or supporting raw materials.

In accordance with the graphic results of this business strategy matrix, namely a diversification strategy, what needs to be done is to continue to innovate and produce diversified skipjack fish products so that it can expand the target market, improve practical culture, and consume processed fishery products. These efforts have been made by the owner, such as making egg rolls, cheese sticks, sumpia, kastengel, sponge cake, and other processed products. However, these diversified products are the result of collaboration with other MUMKM that are intentionally created, produced, and traded at certain events such as Hari Raya, or other big events. This is because at present, UMKM Wadimah are still focusing on other floss variants, such as floss beef, chicken, and fish. Constraints that occur, including limited human resources and time, have caused diversified production of floss skipjack fish which is still not optimal and has become a top priority.

This year, UMKM Wadimah succeeded in becoming a Tenant for the Business Incubation for Marine and Fishery Product Innovation, which was initiated by the Center for Testing the Application of Marine and Fishery Products (BBP3KP) – Directorate General of Strengthening Competitiveness of Marine Fishery Products (PDSPKP), Ministry of Marine and Fisheries (KKP), Republic of Indonesia, 2022. In this program, MUMKM will receive guidance, assistance, and facilitation from BBP3KP for 2 years to develop their innovation performance. The assistance and facilitation offered include the application of innovation and processing/production technology, the application of GMP, SSOP and HACCP, product quality testing, financing for certification, design financing, product packaging materials and labels, inclusion of nutritional value information, and business licensing. Not only that, Inbis Invapro KP tenants who have received assistance are expected to become clients of the Fishery Products Certification Agency (LSPPro) BBP3KP as well as label their products with the Indonesian National Standard (SNI) mark or continuous guidance.

The purpose of this program is to invite MUMKM to continue to innovate and produce diversified value-added products. Both are considered as important points so that MUMKM can advance to class in supporting quality assurance to increase import and export consumption. Through this program, UMKM Wadimah will focus on diversifying skipjack fish floss products in the form of crackers. The owner deliberately chose the diversified product because he wanted to expand the target market, improve practical culture, and consume processed fishery products. So consumers can consume floss not only as a heavy meal, but also as a snack.

|                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>IFAS</b></p>                                                                                                                                                                                                                                                 | <p><b>Strength (S)</b></p> <ul style="list-style-type: none"> <li>• Good management of division of labor.</li> <li>• Innovation from unique product flavors.</li> <li>• Attractive product packaging.</li> <li>• Good customer service.</li> </ul>     | <p><b>Weakness (W)</b></p> <ul style="list-style-type: none"> <li>• Limited human resources (labor).</li> <li>• The main raw materials are difficult to obtain and expensive.</li> <li>• There is limited capital.</li> <li>• The lack of facilities and infrastructure for floss production so that the production process lasts longer.</li> </ul> |
| <p><b>EFAS</b></p> <p><b>Opportunity (O)</b></p> <ul style="list-style-type: none"> <li>• Broad target market.</li> <li>• There is a practical culture.</li> <li>• Availability of assistance and support from local governments is high enough to help</li> </ul> | <p><b>SO Strategy</b></p> <ul style="list-style-type: none"> <li>• Improve the management of good division of labor by participating in many trainings organized by local governments.</li> <li>• Innovating on products derived from floss</li> </ul> | <p><b>WO Strategy</b></p> <ul style="list-style-type: none"> <li>• Utilize the support of local, provincial, and central governments as well as possible in overcoming limited capital and facilities and infrastructure in producing floss.</li> </ul>                                                                                              |

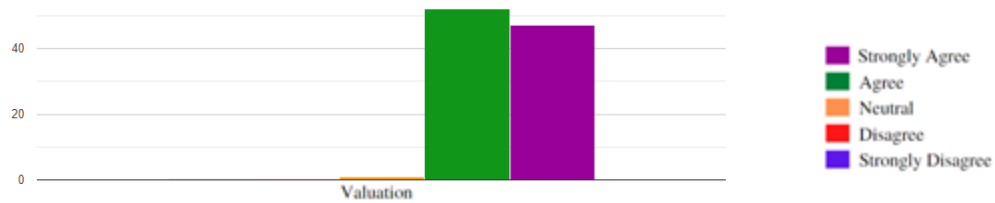
|                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>UMKM in their regions.</p> <ul style="list-style-type: none"> <li>Increased consumption of processed fishery.</li> </ul>                                                                                                                                                                                                                                | <p>skipjack fish can affect consumer interest in processed fish so that it can increase consumption and practical culture in processed fisheries.</p> <ul style="list-style-type: none"> <li>Maintain and enhance flavor innovation. attractive packaging. and the best service in order to reach a wider market.</li> </ul>                                                                                                                                             | <ul style="list-style-type: none"> <li>Participate in various trainings organized by the government, in order to improve quality human resources, expand partners to find alternatives if they experience difficulties in obtaining main or supporting raw materials.</li> <li>Continue to innovate and produce diversification in floss skipjack fish products so that it can expand the target market, improve practical culture, and consume processed fishery products.</li> </ul> |
| <p><b>Threat (T)</b></p> <ul style="list-style-type: none"> <li>An unstable economy.</li> <li>Climatic conditions that affect the main raw materials.</li> <li>Instability of supporting raw material prices.</li> <li>There are substitute products for floss fish such as floss chicken and beef. which until now still dominates the market.</li> </ul> | <p><b>ST Strategy</b></p> <ul style="list-style-type: none"> <li>Improve the management of good division of labor so that producers can produce more products as stock (reserves) if it is difficult to obtain main or supporting raw materials and as an anticipation if the economy is unstable.</li> <li>Improve and innovate products. attractive packaging. as well as the best service maintain trust so as not to glance at other substitute products.</li> </ul> | <p><b>WT Strategy</b></p> <ul style="list-style-type: none"> <li>Conduct regular evaluations of limited human resources to improve good performance and prevent any threats that arise.</li> <li>Manage finances well to have reserve funds in anticipation of an unstable economy when the prices of main and supporting raw materials soar.</li> </ul>                                                                                                                               |

**Fig. 3. SWOT Matrix for wadimah floss skipjack fish**

### 3.3 Marketing Mix

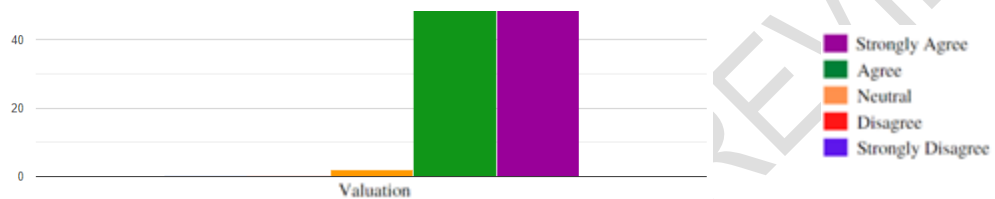
#### 3.3.1 Product

Based on the data (Figure 4), it can be seen that out of 100 respondents gave an assessment of the quality, namely the delicious taste of the Wadimah's Skipjack Fish Floss product, 47% strongly agree, 52% agree, and 1% are neutral. The statement is in accordance with the strength of this floss product.



**Fig. 4. Graphic of taste of wadimah's skipjack fish floss**

Based on the data (Figure 5), it can be seen that out of 100 respondents gave an assessment of the quality, namely the attractive packaging of the Wadimah's Skipjack Fish Floss product, 49% strongly agree, 49% agreed, and 2% are neutral. The statement is in accordance with the strength of this floss product.



**Fig. 5. Graphic of packaging for wadimah's skipjack fish floss**

Based on the data (Figure 6), it can be seen that out of 100 respondents gave an assessment of the quality of the various packaging variations of the product of floss skipjack fish produced by Wadimah, 48% said they strongly agreed, 50% thought they agreed, and 2% are neutral. The statement is in accordance with the strength (strength) of this floss product.

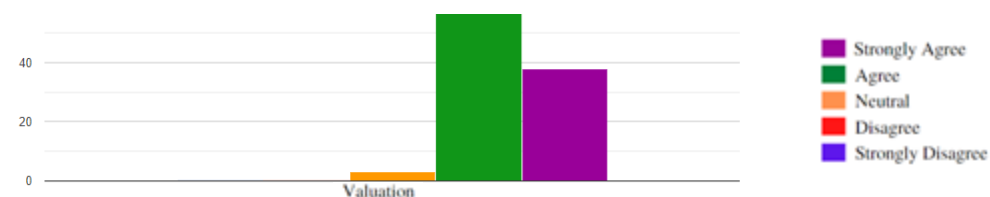


**Fig. 6. Graphic of variations in packaging of wadimah's skipjack fish floss**

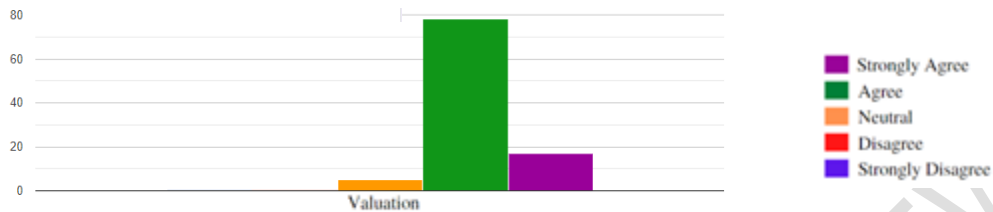
### 3.3.2 Price

Based on the data (Figure 7), it can be seen that from 100 respondents, they gave an assessment of the price of floss fish offered in accordance with the quality of the product of wadimah's skipjack fish floss as many as 38% thought very agree, 59% think agree, and 3% think neutral. This is in accordance with the statement that the owner really maintains quality coupled with affordable prices so that it can be consumed by all groups.

**Fig. 7. Graphic of price chart according to the quality of wadimah's skipjack fish floss**

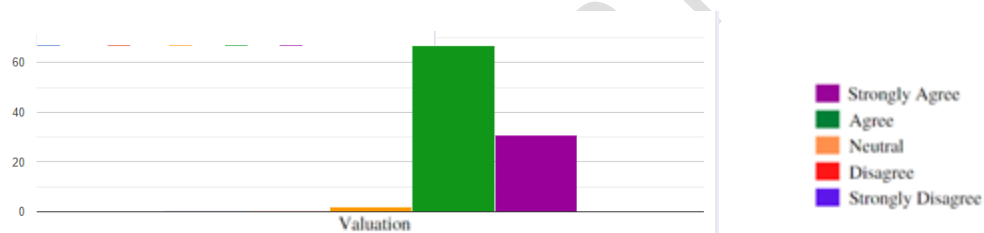


Based on the data (Figure 8), it can be seen that from 100 respondents, the price of floss fish offered was affordable according to the ability (purchasing power) of customers from the product of wadimah's skipjack fish floss as many as 17 % think strongly agree, 78% think agree, and 5% think neutral. This is in accordance with the statement that the owner greatly adjusts the price with quality so that it can be consumed by all circles



**Fig. 8. Graphic of affordable price of wadimah's skipjack fish floss**

Based on the data (Figure 9), it can be seen that out of 100 respondents gave various assessments of the payment methods provided so as to facilitate the transaction process of Wadimah Skipjack Fish Floss products, 31% of them strongly agree, 67% agree, and 2% think neutral. This is in accordance with the statement that the owner deliberately provides various payment methods as a form of transaction convenience for customers.

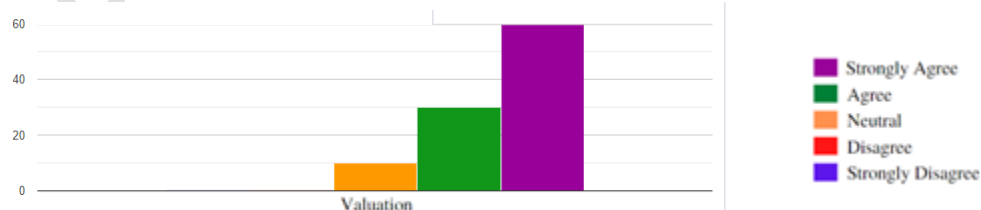


**Fig. 9. Graphic of payment method for wadimah's skipjack fish floss**

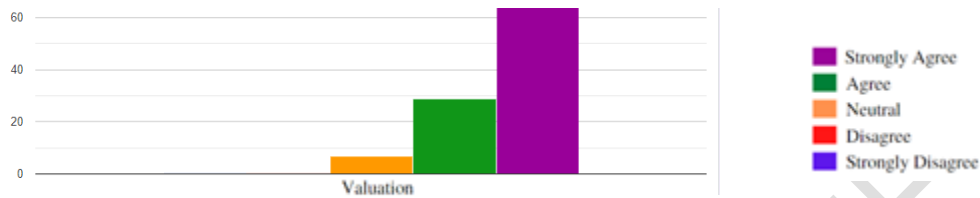
### 3.3.3 Place

Based on the data (Figure 10), it can be seen that out of 100 respondents gave an assessment of the sales location as well as the strategic production of Wadimah floss Skipjack fish products, as many as 18% thought they strongly agreed, 70% think they agree, and 12% think neutral. This is in accordance with the fact that the location of the UMKM Wadimah is easy for customers to find because it is located on the side of the highway.

**Fig. 10. Graphic of strategic location of the wadimah's skipjack fish floss**

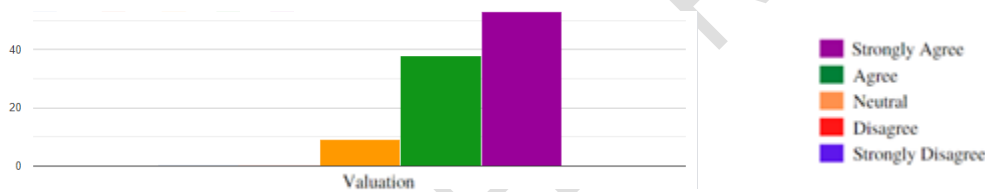


Based on the data (Figure 11), it can be seen that of the 100 respondents who gave an assessment of the location of the sale as well as the easily accessible production of the wadimah's skipjack fish floss, 63% said they strongly agreed, 27% agree, and 10% are neutral. This is in accordance with the fact that the location of the UMKM Wadimah is easy to find and access by old and new customers because it is located on the edge of the highway and can be found on GPS.



**Fig. 11. Graphic of ease of access at the location of the wadimah's skipjack fish floss**

Based on the data (Figure 12), it can be seen that of the 100 respondents who gave an assessment of the sales location as well as the comfortable and clean production of Wadimah Skipjack Fish Floss products, 64% thought they strongly agreed, 32% agree, and 4% think neutral. This is in accordance with the statement that the owner applies hygiene in



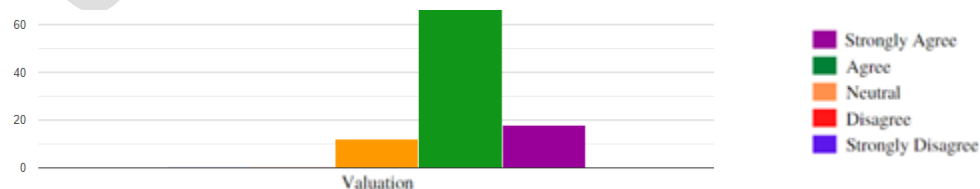
the floss processing process.

**Fig. 12. Graphic of place of business for wadimah's skipjack fish floss**

### 3.3.4 Promotion

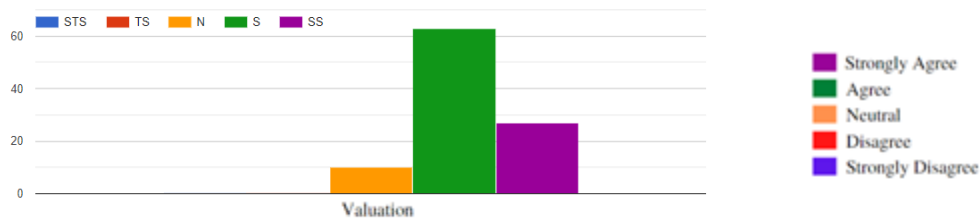
Based on the data (Figure 13), it can be seen that out of 100 respondents gave an assessment of the promotion carried out through a banner with an attractive design so as to attract customers from the product of fish floss fish. Wadimah as much as 30% think strongly agree, 60% think agree, and 10% think neutral. This is in accordance with the statement that by using an attractive design on the banner. can be a marketing attraction.

**Fig. 13. Promotional graphic with an attractive design for for wadimah's skipjack fish floss**



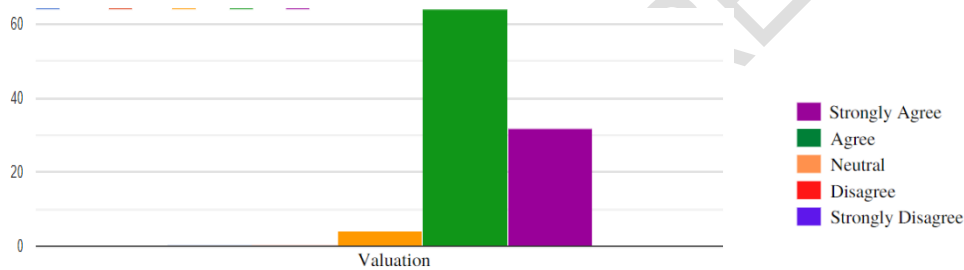
Based on the data (Figure 14), it can be seen that from 100 respondents, an assessment of the promotion was carried out using product photos that matched the original product from wadimah's skipjack fish floss as much as 29% strongly agree, 64% agree, and 7% are

neutral. This corresponds to the statement that the owner wants to sell the product in its original state.



**Fig. 14. Graphic of the suitability of the promotional photo for wadimah's skipjack fish floss**

Based on the data (Figure 15), from 100 respondents, the assessment of the information provided on the promotion is very clear and easy for customers to obtain from wadimah's skipjack fish floss, as many as 38% think strongly agree, 53% think agree, and 9% think neutral. This is in accordance with the fact that the information provided by the owner when promoting products both *online* and *offline* is easy to obtain and very clear so that readers can easily understand the information.



**Fig. 15. Graphic of information during promotion with an attractive design for wadimah's skipjack fish floss**

### 3.3 Comparison of Other Research Results

**Table 7. Comparison of the results of other research similar to this thesis**

| No | Name               | Title                                                                                                                     | Result                                                                                                                                                                                                                              | Similarities                                                                                                                          | Differences                                                                                                                                 |
|----|--------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Yasin Saleh (2019) | Market-Oriented Empowerment Strategy for Fish Floss Processing in Mamuju District, Mamuju Regency, West Sulawesi Province | The development strategy of this business uses an aggressive SO ( <i>Strength Opportunities</i> ) strategy by using and managing resources well, expanding marketing areas, as well as increasing cooperation with suppliers of raw | There are similarities regarding the indicators discussed, namely regarding the business development strategy of floss fish products. | There are differences in the use of types of fish that are processed into floss, so the business development strategies are also different. |

|    |                                   |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                       |                                                                                                                                             |
|----|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                   |                                                                                                                           | materials [10].                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                       |                                                                                                                                             |
| 2. | Husnuh <i>et al.</i> (2013)       | Strategy for Developing Floss Fish Business Through a Marketing Mix Approach in the Raja Bawang Industry in Palu City     | The development strategy for this business is to apply an aggressive SO ( <i>Strength Opportunities</i> ) strategy which includes maintaining product quality, establishing cooperative relationships and government support (expanding the marketing distribution area). reputation brand from existing markets, and developing products using advanced technology [11]. | There are similarities regarding the indicators discussed, namely regarding the business development strategy of floss fish products. | There are differences in the use of types of fish that are processed into floss, so the business development strategies are also different. |
| 3. | Rizki <i>et al.</i> (2015)        | Abon Fish Processing Business Development Strategy (Case Study of Floss House in Bandung City)                            | The development strategy in this business is to apply an aggressive SO ( <i>Strength Opportunities</i> ) strategy which includes mastering the use of technology, improving quality (employees and promotions) and quantity (production and capital) [12].                                                                                                                | There are similarities regarding the indicators discussed, namely regarding the business development strategy of floss fish products. | There are differences in the use of types of fish that are processed into floss, so the business development strategies are also different. |
| 4. | Agusdiansyah <i>et al.</i> (2019) | Strategy for Floss Fish Business Development (Case Study in Fish Trading Business in Kuta Alam District, Banda Aceh City) | This business applies the development strategy of this business in cell V, namely the condition of the company needs to be improved and developed based on existing opportunities. In addition, This business occupies quadrant III with the strategy used is the WO ( <i>Weakness</i>                                                                                    | There are similarities regarding the results of the research, regarding this business development strategy.                           | There are differences in the types of fish used as research objects.                                                                        |

|  |  |  |                                                                                 |  |  |
|--|--|--|---------------------------------------------------------------------------------|--|--|
|  |  |  | Opportunity) strategy indicating that this business has a good opportunity [13] |  |  |
|--|--|--|---------------------------------------------------------------------------------|--|--|

#### 4. CONCLUSION

Based on the results of the study, it was concluded that the position of Wadimah's skipjack floss fish business was in Quadrant II. This means supporting a diversification strategy by using strengths to take advantage of long-term opportunities. The strategy for developing this business can be done by implementing the WO (*Weakness Opportunity*) strategy which includes utilizing the support of local, central, and provincial governments as well as possible in overcoming limited capital and facilities and infrastructure in producing floss meat, participating in various training organized by the government, in order to improve quality human resources, expanding partners to seek alternative if you have difficulty in obtaining main and supporting raw materials, and continue to innovate and produce diversification in skipjack floss fish products so that they can expand the target market, improve practical culture, and consume processed fishery products.

#### CONSENT

All authors declare that 'written informed consent was obtained from the patient (or other approved parties) for publication of this case report and accompanying images. A copy of the written consent is available for review by the Editorial office/Chief Editor/Editorial Board members of this journal.

#### ETHICAL APPROVAL

All authors hereby declare tharadt "Principles of laboratory animal care" (NIH publication No. 85-23, revised 1985) were followed, as well as specific national laws where applicable. All experiments have been examined and approved by the appropriate ethics committee.

All authors hereby declare that all experiments have been examined and approved by the appropriate ethics committee and have therefore been performed in accordance with the ethical standards laid down in the 1964 Declaration of Helsinki.

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