

Strategy To Improve The Competitiveness Of The Dried Fish Processing Industry In Bandar Lampung City

Luluk Irawati^{1,a)}, Bina Unteawati¹⁾, Muhammad Zaini¹⁾

¹Program Studi Pengelolaan Agribisnis, Politeknik Negeri Lampung, Bandar Lampung, Indonesia

^{a)}Corresponding author: luluk@polinela.ac.id

Abstract. This study aims to create a strategy model to improve the competitiveness of the dried fish processing industry in Bandar Lampung city. This study is a survey study with a population of dried fish processors in Teluk Betung Barat District. Primary data and secondary data are used in this study, then the data is analyzed quantitatively and qualitatively, SWOT analysis. The strategy formed is growth seen from the IE matrix value in quadrant 5 with a score value of IFE (2.64) and EFE (2.86), the right alternative strategy through marketing development is digital marketing to support fishermen's income, in addition there needs to be an alternative cage business as an anticipation of the availability of uncertain raw materials.

Keywords: Competitiveness, Dried Fish, Strategy

INTRODUCTION

Lampung Province has quite large potential in the fisheries sub-sector, especially marine fisheries. Lampung has large marine and fisheries potential ranging from inland, marine, coastal, and small island fisheries, with a sea area of 24,820 km² or 41.2 percent of the Lampung Province area, with a coastline of 1,105 km and 69 small islands. With this potential, capture fisheries production was 141,992 tons in 2020.

Lampung Province has several fish processing centers, including on Pasaran Island (Bandar Lampung), Labuhan Maringgai (East Lampung) and Kota Agung (Tanggamus). One of the largest centers is on Pasaran Island. This 12 Ha island is located in the West Teluk Betung District of Bandar Lampung City. Most of the residents of Pasaran Island work as salted fish processors. Salted fish processing on Pasaran Island has existed since 1960. Fish processing technology is still traditional, and processors only wait for fish shipments from bagan fishermen. The quality of the processed fish has of course decreased due to the long time interval from when it was caught to when it was processed. Entering 2002, salted fish processors on this island began to actively take the initiative because almost all processors already had motorboats so that transactions with bagan and boiling fish were carried out above sea so that the quality of the salted fish produced was better.

The salted fish business on Pasaran Island is under the auspices of a Business Group managed by all salted fish business actors, namely the Processing and Marketing Group (Poklahsar). The specifications of the fish processed by the Poklahsar on Pasaran Island are salted anchovies. Based on the area of Bandar Lampung City which is 197.22 km² with a population of 1,100,109 people, this will affect the amount of fish consumed. This means that statistically, the need for fish is also quite high. This excess must certainly be utilized to the greatest extent for the prosperity of its people, especially for fishermen or coastal communities in Bandar Lampung city. This excess of fresh fish if not utilized for other purposes will not provide benefits or added value. Therefore, excess fresh fish must be processed so that it will provide added value. One form of processed fish is "dried fish". This dried fish will only provide added value if it can be distributed to consumers. The distribution of this processed fish certainly depends on its competitiveness. The competitiveness of this dried fish must be seen from the ability of the dried fish to meet consumer satisfaction with the quality and price that consumers like, in this case the consumer's preference

for dried fish greatly influences the competitiveness of the product on the market. This is the situation desired by fishermen or fish processors in Bandar Lampung city. In order for the competitiveness of this processed fish to increase, a precise strategy is needed from all parties involved in the development of dried fish activities. Therefore, it is important to formulate the right strategy in the development of dried fish processing.

METHODS

This research was conducted in Bandar Lampung. The selection of this location was done intentionally (purposive), considering that Bandar Lampung has a potential area for developing dried fish businesses. The research was conducted from April to September 2024. The population in this study were dried fish processors on a household scale. Other respondents who will be interviewed are collectors who will be identified using the Snowball method.

Competitiveness Improvement Strategy Preparation. The main method for obtaining a strategy design and program to improve the competitiveness of small dried fish businesses that are specific to the location is a SWOT analysis[1]

RESULTS AND DISCUSSION

IDENTIFICATION OF INTERNAL AND EXTERNAL FACTORS

Internal factors consist of strengths and weaknesses of the strategy to increase the competitiveness of the dried fish processing industry. Based on the results of interviews and questionnaires as well as input from academics, related stakeholders, the following are obtained internal strategic factors that are strengths and weaknesses in increasing the competitiveness of the dried fish processing industry, in detail the internal factors can be seen in Table 1.

TABLE 1. Identification of Internal Factors

Faktor Strategis Internal	
A. Strength	
1.	Fresh fish (guaranteed quality)
2.	Easy processing
B. Weaknesses	
1.	High cost of obtaining raw materials
2.	Depends on the heat of the sun in processing
3.	Availability of raw materials is highly dependent on natural/sea conditions
4.	Processing equipment is still simple
5.	Bulk packaging with low selling value

Source: Processed Primary Data, 2024

Based on Table 1 above, it is known that in internal factors there are 2 strengths and 5 weaknesses that are needed to increase the competitiveness of the dried fish processing industry, then external factors consist of opportunities and threats in the competitiveness of the dried fish processing industry which can be seen in Table 2 below:

TABEL 2. Identification of External Factors

Faktor Strategis External	
A. Opportunity	
1.	Hight market demand
2.	Competition is still limited
B. Threat	
1.	Uncertain sea/weather conditions (disrupts the availability of raw materials)
2.	Price instability

Source: Processed Primary Data, 2024

From Table 2 above, it is known that in the external factors of the competitiveness of the dried fish processing industry, there are 2 opportunities and 2 threats.

MATRIKS IFE DAN EFE

Identification of internal and external factors that have been obtained, analyzed using the IFE and EFE matrices, and after these factors are identified, weighting and rating are given to each internal and external key factor. The weighting of each internal and external factor is done using the Paired Comparison method. The results of the Internal Factor Evaluation (IFE), in the competitiveness of the dried fish processing industry are as follows:

TABLE 3. Internal Factor Evaluation (IFE)

Faktor Strategis Internal	Weight	Rating	Score
Strenght			
1. Fresh fish (guaranteed quality)	0,14	2,33	0,33
2. Easy processing	0,18	3,00	0,55
Weaknesses			
1. High cost of obtaining raw materials	0,15	3,00	0,45
2. Depends on the heat of the sun in processing	0,15	2,33	0,35
3. Availability of raw materials is highly dependent on natural/sea conditions	0,14	2,67	0,36
4. Processing equipment is still simple	0,13	2,33	0,31
5. Bulk packaging with low selling value	0,11	2,67	0,28
Total (Strengths + Weaknesses)	1		2,64

Source: Processed Primary Data, 2024

Based on Table 3, the total IFE score of 2.664 means that the condition of internal factors is strong, meaning that the strengths possessed are able to overcome weaknesses in the competitiveness of the dried fish processing industry in Bandar Lampung City. Furthermore, based on the results of the IFE calculation, it can be seen that the internal factor that is the most influential strength is the easy-to-do dried fish processing process. This is indicated by a total score of 0.55. Meanwhile, the internal strategic factor that is the most influential weakness for the competitiveness of the dried fish processing industry is the high cost of obtaining dried fish raw materials with a total score of 0.45. Furthermore, for the results of the External Factor Evaluation (IFE), in the competitiveness of the dried fish processing industry as follows:

TABLE 4. External Factor Evaluation (EFE)

Faktor Strategis Eksternal	Weight	Rating	Score
A. opportunity			
1. High market demand	0,37	3,33	1,22
2. Competition is still limited	0,24	2,67	0,64
B. threat			
1. Uncertain sea/weather conditions (disrupts the availability of raw materials)	0,14	2,33	0,33
2. Price instability	0,26	2,67	0,68
Total (Opportunities + Threats)	1		2,86

Source: Processed Primary Data, 2024

Based on Table 4. above, it is known that the total EFE score is 2.866, meaning that the external factor conditions are strong, meaning that the external factor conditions respond to the opportunities and threats faced very well or it can be concluded that the opportunities owned are able to overcome threats in the competitiveness of the dried fish processing industry in Bandar Lampung city.

From the EFE calculation, it is also known that the opportunity that has the most influence on the competitiveness of the dried fish processing industry is the high market demand for dried fish processing with a total score of 1.22. While the external strategic factor that is the most influential threat to the competitiveness of the dried fish processing industry in Bandar Lampung city is price instability, seen from the total score of 0.68.

After the score value is obtained from the calculation of the IFE and EFE matrices, the current business position can be determined by pouring the value into the IE Matrix. The IE Matrix is a matrix used to show the position of the dried fish processing industry in Bandar Lampung city and determine alternative strategies according to strengths, weaknesses, opportunities and threats[2]. The score values from the IFE (2.64) and EFE (2.86) matrices will be used as the horizontal and vertical axes in the IE matrix. The IE matrix can be seen in Figure 1.

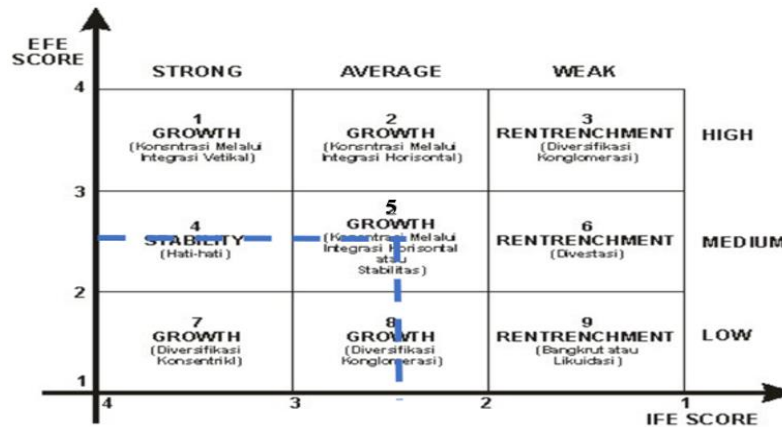


FIGURE 1. IE Matrix

The results of the IE matrix analysis show that the position of the dried fish processing industry in Bandar Lampung city is in cell 5, namely growth. Therefore, the recommended strategy that can be given is an aggressive strategy. This strategy can affect the income of the dried fish processing industry. This study is in line with the research of [1], [3] which also shows the position of the coordinate point in cell I as a solution for business sustainability in the agribusiness sector. One of the growth strategies that can be implemented through digital marketing, in order to increase selling prices, and the industry must begin to pay attention to the availability of raw materials by making fish cages as an effort to maintain the availability of raw materials.

CONCLUSIONS

The strategy formed is growth seen from the IE matrix value in quadrant 5 with a score value of IFE (2.64) and EFE (2.86), the right alternative strategy through marketing development is digital marketing to support fishermen's income, in addition there needs to be an alternative cage business as an anticipation of the availability of uncertain raw materials.

REFERENCES

- [1] A. Analiasari, D. Berliana, and E. Humaidi, "Strategi Pengembangan Aneka Dodol Berbasis Bahan Baku Lokal di Kabupaten Lampung Barat," *Agrimor*, vol. 5, no. 2, pp. 24–27, 2020, doi: 10.32938/ag.v5i2.1000.
- [2] B. S. P. Edy Humaidi, Putri Suci Asriani, "STRATEGI KEBERLANJUTAN AGRIBISNIS BERAS ORGANIK DI KELOMPOK TANI HANDAYANI KECAMATAN BTS ULU KABUPATEN MUSI RAWAS," *Unib Sch. Repos.*, 2017, [Online]. Available: <http://repository.unib.ac.id/id/eprint/15023>
- [3] E. H. Amin, Z., Andry, "Pengembangan Agribisnis Beras Organik," in *Prosiding Seminar Nasional Pembangunan Pertanian Berkelanjutan Berbasis Sumberdaya Lokal, Fakultas Pertanian Universitas Jambi*, Jambi, 2018, p. ISBN: 978-602-97051-7-1. 616-633.