

BUSINESS DEVELOPMENT STRATEGY OF FISH MILLING (CASE STUDY OF ASIAH MILLING BUSINESS IN BENGKULU CITY)

Strategi Pengembangan Usaha Penggilingan Ikan (Studi Kasus Pada Usaha Penggilingan Asiah di Kota Bengkulu)

Alica Sintana^{1*}, Reswita¹, Agung Trisusilo¹, Heni Sulistyawati Purwaning Rahayu²

¹Agribusiness Study Program, Faculty of Agriculture, University of Bengkulu, ²National Research and Innovation Agency

WR. Supratman Street, Kandang Limun, Bengkulu

*Corresponding Author: alicasintana@gmail.com

(Received February 12th 2025; Accepted February 28th 2025)

ABSTRACT

Asiah Fish Milling Business, established in 2005, processes mackerel, snakehead fish, and parang-parang fish from the Pulau Baai Morning Market into quality groundfish. Although initially stable, this business faces challenges in growth and profits, especially because the marketing reach is limited in Bengkulu City. In addition, the availability of raw materials, price fluctuations, changes in market demand, competition, and shifts in consumption patterns also affect sales. This study aims to analyze the development strategy of Asiah's fish milling business in Bengkulu City. The research method uses SWOT and QSPM analysis. The study results are an aggressive strategy; this business has strengths that can be used to create profitable opportunities, with S-O (Strength-Opportunity) recommendations, namely increasing efficiency and quality with easily obtained supporting tools and optimizing capital for expansion and innovation. The use of efficient tools facilitates production and reduces waste, while capital management allows investment in technology and product development. Business expansion will increase production capacity and expand the market, supporting sustainable growth and business competitiveness.

Key words: Development, Milling, QSPM, Strategy, SWOT

ABSTRAK

Usaha Penggilingan Asiah, yang berdiri sejak 2005, mengolah ikan tenggiri, gabus, dan parang-parang dari Pasar Pagi Pulau Baai menjadi ikan giling berkualitas. Meski awalnya stabil, usaha ini menghadapi tantangan dalam pertumbuhan dan keuntungan, terutama karena jangkauan pemasaran terbatas di Kota Bengkulu. Selain itu, ketersediaan bahan baku, fluktuasi harga, perubahan permintaan pasar, serta persaingan dan pergeseran pola konsumsi turut mempengaruhi penjualan. Penelitian ini bertujuan untuk menganalisis strategi pengembangan usaha penggilingan ikan Asiah Di Kota Bengkulu. Metode penelitian menggunakan analisis SWOT dan QSPM. Hasil kajian yang dihasilkan adalah strategi agresif, usaha ini mempunyai kekuatan yang dapat digunakan untuk menciptakan peluang yang menguntungkan, dengan

rekomendasi S-O (*Strength-Opportunity*) yaitu meningkatkan efisiensi dan kualitas dengan alat pendukung yang mudah diperoleh, serta mengoptimalkan modal untuk ekspansi dan inovasi. Penggunaan alat yang efisien memperlancar produksi dan mengurangi pemborosan, sementara pengelolaan modal memungkinkan investasi dalam teknologi dan pengembangan produk. Ekspansi usaha akan meningkatkan kapasitas produksi dan memperluas pasar, mendukung pertumbuhan berkelanjutan dan daya saing usaha.

Kata Kunci: Pengembangan, Penggilingan, QSPM, Strategi, SWOT

INTRODUCTION

Bengkulu City has 44,607 active MSMEs in 2021. Active MSMEs are businesses that consistently operate, innovate, and utilize technology to increase efficiency. In 2022, there were 48 fish grinding business units. One of the fish grinding businesses is in Panorama Market, Bengkulu City. This market offers various needs, including fish grinding. One of the active businesses there is Asiah Fish Milling Business, established in 2005, which has been running fish processing activities for more than 20 years. This business focuses on processing mackerel, snakehead fish, and parang-parang fish obtained from the Pulau Baai Morning Market into quality groundfish products. Although the sales of this business were initially quite stable, various challenges still hamper growth and increased profits.

One of the main challenges faced by Usaha Penggilingan Asiah in developing its business is the limited marketing reach which only covers the Bengkulu City area. In addition, factors such as the availability of raw materials, fluctuations in fresh fish prices, and changes in market demand also affect the sustainability of the business. According to Siswanti, (2020) fluctuations in raw materials have a significant impact on the sustainability of MSME production, especially for small-scale businesses. In addition, market competition and changes in people's consumption patterns also play a role in influencing sales, both in terms of demand and product preferences. Research by Rahman dan Nurmallasari (2021), states that increasingly tight competition requires business actors to continue to innovate and increase competitiveness, not only to retain old customers but also to attract new consumers.

Although various studies have discussed marketing strategies and fish processing business development, existing studies still have limitations in integrating internal and external factors comprehensively. Gusriani et al. (2024) suggested an SO strategy to maximize raw materials, establish cooperation, and increase promotion, while Latiro et al. (2019) research focused more on marketing smoked skipjack tuna with attention to quality, promotion, and product development. However, there has not been much research that specifically analyzes the strategic priorities and effective steps that can be implemented by small-scale fish milling businesses in Bengkulu. Therefore, this study continues the study in more depth by analyzing the internal and external factors that affect the Asiah Fish Milling Business. This study will use a SWOT approach to evaluate business development strategies and use QSPM analysis to formulate the most effective priorities in increasing the competitiveness and development of the Asiah Fish Milling business to support business growth and sustainability.

RESEARCH METHOD

The time of this research was carried out from October to December 2024. The location of the research was carried out at the Asiah fish milling business in Bengkulu City, Bengkulu Province. The determination of the location of this research was carried out intentionally (purposively), with the consideration that this Asiah fish milling business produces 750 kg/month more groundfish than other fish milling businesses.

Types and Methods of Data Collection

This study applies a field research approach, which is a method that aims to identify the characteristics, traits, or values of individuals, objects, or activities that vary according to the criteria determined by the researcher to be analyzed and concluded (Sugiyono, 2019). Data in this study were obtained from primary data sources through observation and interviews with respondents using prepared question guides, as well as secondary data taken from literature or previous research results.

The sampling process in this study used a purposive sampling technique. This technique selects participants based on certain criteria or objectives that are relevant to the study, not based on strata, region, or randomly. Factors such as limited resources (time, cost, and energy) and the need to simplify the sample collection process are the main reasons for using this technique (Arikunto, 2014). The sample data taken from respondents who assessed internal and external factors included business owners (1 person), production employees (1 person), fisheries services (3 people), cooperatives and SMEs services (1 person), consumers (10 people), and academics (3 people). The total number of sources or respondents was 19 people.

Data Analysis

This study uses a descriptive quantitative data processing and analysis method. This approach aims to obtain a comprehensive picture of the business, including internal and external marketing conditions. In formulating a business marketing strategy, various analysis tools are used, such as the IFAS and EFAS matrices, SWOT analysis, and the QSPM method.

IFAS and EFAS Analysis

IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary) are analysis methods that aim to identify various internal and external factors that affect an organization. Internal factor analysis focuses on identifying the strengths and weaknesses of the organization, including aspects of production, human resources, finance, and marketing. Meanwhile, external factor analysis examines opportunities and threats based on economics, institutions, technology, socio-culture, and the industrial environment. Three steps need to be taken in the EFAS and IFAS analysis, namely 1) weighting, 2) determination of rating, and 3) multiplication of weights and ratings.

SWOT (*Strengths, Weaknesses, Opportunities, Threats*)

SWOT analysis is a method used to improve the strategic planning and management process by utilizing available strengths and opportunities while reducing weaknesses and facing threats (Novia et al., 2021). The SWOT matrix plays a role in compiling various alternative marketing strategies. Marketing performance is influenced by a combination of internal and external factors, which need to be considered in the SWOT diagram analysis to produce alternative strategies. This SWOT diagram is then divided into four quadrants: quadrant 1 for aggressive strategy, quadrant 2 for diversification strategy, quadrant 3 for turnaround strategy, and quadrant 4 for defensive strategy (Rangkuti, 2015).

Quantitative Strategic Planning Matrix (QSPM)

QSPM is a method used by strategic planners to evaluate various strategic alternatives objectively, taking into account previously identified internal and external factors. QSPM is very useful in determining the priority of internal, external, and competitive knowledge needed to formulate an effective strategic plan (Gupta et al., 2015). The alternative strategy with the highest total value in the QSPM matrix is the most appropriate and suitable strategy to implement.

RESULTS

1. Internal Factor Analysis

The internal strategic element matrix describes how internal factors are considered in formulating business or enterprise strategies. The results of the internal factor analysis can be seen in table 1 bellow.

Table 1. Internal Factors Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score
<i>Strengths</i>				
1	The products offered are varied	0.14	5.83	0.79
2	Good relationships with suppliers, partners, and customers	0.14	5.83	0.79
3	The production process uses modern technology	0.14	5.83	0.79
4	Human resources play an important role in maintaining the quality and efficiency of groundfish processing.	0.13	5.67	0.74
5	Fresh fish raw materials are easy to obtain	0.13	5.67	0.74
6	Adequate supporting tools for the production process (knives, basins, etc.)	0.13	5.67	0.74
Total Strengths		0.80		4.60
<i>Weaknesses</i>				
1	Limited budget to advance the business	0.07	3.17	0.23
2	Production capacity is not yet able to meet market needs	0.07	3.17	0.23
3	Promotions carried out are still not smooth	0.05	2.33	0.13
Total Weaknesses		0.20		0.59
Total Internal Factors		1.00		5.19

Source: Processed primary data, 2025

2. External Factor Analysis

The external strategic consideration matrix describes how external issues are considered in the process of developing business strategy. The results of the external factor analysis can be seen in table 2 bellow.

Table 2. External Factors Analysis Summary (EFAS)

No	External Factors	Weight	Rating	Score
<i>Opportunities</i>				
1	Technological advances in production	0.14	5.00	0.71
2	Low input prices for fresh fish	0.13	4.67	0.62
3	Strong consumer loyalty	0.13	4.67	0.62
4	Capital sources are the main support for business expansion and innovation.	0.13	4.67	0.62
5	Consumer awareness of the health benefits of fish	0.12	4.17	0.49
Total Opportunities		0.66		3.06
<i>Threats</i>				
1	The role of microfinance institutions in providing less active business capital	0.09	3.17	0.29

2	Economic growth towards food businesses	0.09	3.00	0.26
3	Many similar businesses and substitute products	0.09	3.00	0.26
4	Lack of availability of product quality assurance facilities	0.08	2.83	0.23
Total Threats		0.34		1.03
Total External Factors		1.00		4.09

Source: Processed primary data, 2025

3. SWOT Analysis

The results obtained are based on the IFAS matrix and EFAS matrix; then a SWOT diagram is made in the next step. The process of internal and external factors in the Asiah Fish Milling business obtained will be matched first with the average score of IFAS and EFAS on the SWOT diagram. The difference value of internal factors in the IFAS matrix (Strengths-Weaknesses) is 4.01, which fills the X-axis. The difference value of external factors in the EFAS matrix (Opportunities-Threats) is 2.03, which fills the Y-axis. The results of the SWOT diagram can be seen in the figure 1 below:

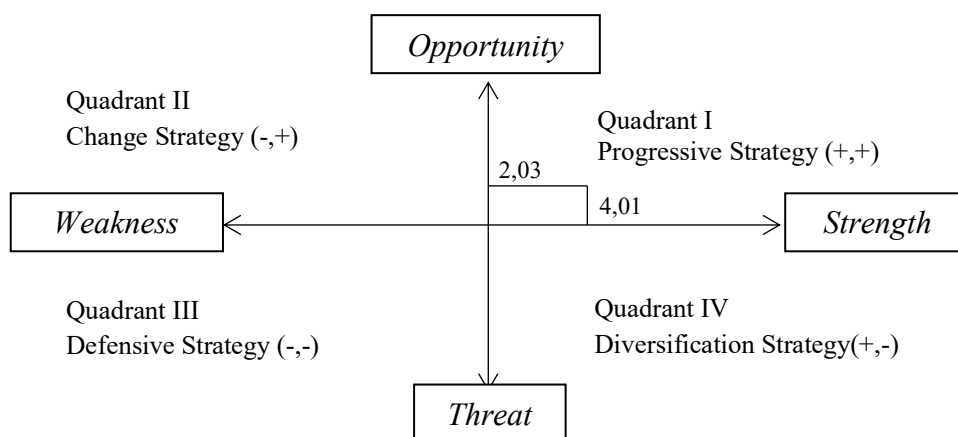


Figure 1. SWOT Analysis Diagram

Based on Figure 1, the Asiah fish milling business is in quadrant 1. This position reflects a strong business and has great opportunities. The recommended strategy is aggressive, which shows that the business is in optimal and stable condition, so it is very possible to continue to expand, increase growth, and achieve maximum progress (Lapod, 2016). The SWOT matrix is made based on the results of the SWOT diagram and combined with the Strengths (S) and Opportunities (O) strategies found in the following table: The SWOT matrix will make it easier to formulate various strategies and choose the strategies that best suit business objectives. The results of the SWOT matrix can be seen in table 3 below.

Table 3. SWOT Matrix

Strength (S)	Opportunity (O)	Alternative Strategies
S1. The products offered are varied	O1. Utilization of production technology increases efficiency and quality	1. Offering a variety of quality products to meet consumer loyalty, increase competitiveness, and maintain market trust. (S1, O3)

S2. Good relationships with suppliers, partners and customers	O2. Low input price level of fresh fish	2. Optimizing relationships with suppliers to ensure the supply of fresh fish raw materials at low prices, maintaining production efficiency. (S2, S5, O2)
S3. The production process uses modern technology	O3. Strong consumer loyalty	3. Utilizing production process support tools to improve efficiency and product quality according to market needs. (S6, O1)
S4. Human resources play an important role in maintaining the quality and efficiency of groundfish processing.	O4. Capital sources are the main support for business expansion and innovation.	4. Using available capital to expand the business, create product innovations, and improve production support tools. (S4, S6, O4)
S5. Fresh fish raw materials are easy to obtain	O5. Consumer awareness of the health benefits of fish	5. Utilizing the ease of fresh fish raw materials to support the development of healthy and high-quality products. (S5, O5)
S6. Supporting tools for the production process are easy to obtain (knives, basins, etc.)		6. Establishing good relationships with partners and customers to promote the health benefits of fish, increasing product demand. (S2, O5)
		7. Increasing production efficiency and quality through the use of modern technology and supported by strong capital sources for business expansion and innovation. (S3, O1, O4)

Source: Processed primary data, 2025

4. QSPM Matrix

The QSPM Matrix is the final stage in strategy formulation analysis, which aims to evaluate and determine the best strategy priorities based on internal and external factors of the business (David, 2017). This process integrates variables from the previous IFAS, EFAS, and SWOT analyses to determine the optimal strategy. Determination of the attractiveness value (AS) also uses the same respondents, with the results being the average value. The weight is multiplied by the AS to obtain the TAS (Total Attractive Score), which is then summed in each strategy column. The results of the QSPM analysis are presented in Table 4.

Table 4. Results of the QSPM Matrix

No	Alternative Strategy	Total TAS	Rating
1	Increase production efficiency and quality through the use of modern technology and supported by strong capital sources for business expansion and innovation.	6.47	I
2	Utilize production process support tools to increase product efficiency and quality according to market needs.	6.43	II
3	Offer a variety of quality products to meet consumer loyalty, increase competitiveness and maintain market trust	6.21	VI
4	Use available capital to expand the business, create product innovation, and improve production support tools	6.21	IV
5	Establish good relationships with partners and customers to promote the health benefits of fish, increase product demand.	6.03	VII
6	Utilize the ease of fresh fish raw materials to support the development of healthy and high-quality products.	5.63	V
7	Optimize relationships with suppliers to ensure the supply of fresh fish raw materials at low prices, maintain production efficiency	5.50	III

Sumber : Data primer diolah, 2025

DISCUSSION

1. Internal Factor Analysis

One of the main strengths of this business lies in various aspects that support its sustainability and competitiveness in the market. The diversity of product types is very broad, consisting of processed fish ingredients ranging from super mackerel, B mackerel, gabus, bleberan, and parang-parang as the basic ingredients for processed snacks in the form of. This provides added value through processed fish meatball products to mackerel pempek. This is also in line with efforts to diversify fishery products because fish raw materials are more emphasized so that later it will increase the economic value and competitiveness of the business. This diversification continues to play an important role in increasing income, food security, and solid consolidation of businesses in the fish processing industry (Aisyah et al., 2024).

Then, good cooperation with suppliers, partners, and customers also determines the success or failure of the business. With three reliable fisherman suppliers from Pulau Baai, the supply of raw materials is well maintained to produce products in sufficient quantities. Support from business partners creates mutually beneficial collaboration. Then, efficiency in the processing process becomes a competitive advantage that strengthens the business position in the fish processing industry (Anggraini, 2020). Another advantage lies in the use of modern technology in the production process. With the presence of fish grinding machines and meatball molding machines, production can be carried out faster and more efficiently. This technology also ensures that product quality remains consistent, meets established standards, and increases customer trust. Along with the times, the application of technology has become a crucial element in developing a business and maintaining competitiveness in the market (Sari & Arka, 2023).

In addition to technological support, this business also has the advantage of easy access to fresh fish raw materials. Fresh fish are obtained directly from local fishermen and purchased at the Pulau Baai Morning Market so that supplies are always available in fresh condition every day. This ensures that product quality is maintained according to the standards expected by

consumers. In addition, direct partnerships with fishermen also support the local economy and strengthen good relations with coastal communities. Processing fresh fish raw materials also contributes to increasing business income (Mawar & Sosiawati, 2019). Another factor that is the strength of this business is the availability of adequate production support tools. Equipment such as knives, basins, and other tools are carefully selected to ensure long-term durability and resilience. With that, this business can save on equipment replacement costs in the long term and allocate funds for business development in other areas. This advantage provides a competitive advantage and financial stability for business sustainability (Sari & Rimawan, 2020). However, this business has several internal weaknesses that hinder its development.

However, this business also faces several internal weaknesses that hinder its development. One of the main weaknesses is budget constraints, which limit the pace of business development. Limited capital limits investment in purchasing new machines, so large-scale production cannot be carried out (Hendrika et al., 2020). The impact is that businesses find it difficult to compete in a wider market and have not been able to optimize their business growth. Limited production is still one of the obstacles in meeting increasing market demand. Although business opportunities are getting bigger, production has not been able to adjust to fluctuations in demand quickly, so the potential for greater profits cannot be achieved. This condition puts businesses at risk of losing opportunities for expansion and increasing revenue (Wicaksana et al., 2023).

A less-than-optimal promotional strategy is one of the factors inhibiting business growth. Less intensive promotion makes the product not yet widely known so that the market share has not been fully explored (Agustina et al., 2023). The decision to stop online sales and rely on offline sales clearly narrows the reach of its consumers because there are still many opportunities in digital marketing as a source of increasing brand awareness in order to reach more customers. As a result, this business loses the opportunity to increase sales volume and expand the market (Unaa, 2020).

2. External Factor Analysis

In running a business, there are opportunities and threats that can affect business development. Existing opportunities can be utilized to increase competitiveness and expand the market, while threats must be anticipated so as not to hinder business growth. Some opportunities that can be utilized in the fish grinding business are technological advances in the production sector, low fresh fish input prices, strong consumer loyalty, availability of capital sources, and increasing public awareness of the health benefits of fish. Technological advances in production, such as the use of more efficient and automatic fish grinding machines, can increase production capacity and product quality. This new technology can reduce labor costs and increase business competitiveness. According to Hutabarat (2021), in the development of the creative economy, the application of technology in various aspects such as production, distribution, processing, and marketing is very important. Technology can also facilitate fish processing to be more hygienic according to consumer and market demands. Another opportunity that can be achieved is the low price of fresh fish; with cheap raw materials, production costs can be reduced so that profit margins increase. According to Ariani & Utomo (2017), raw materials play an important role in determining the price of a business's products, especially MSMEs. With this, large purchases will be attempted to maximize production so that the profits that occur can be higher.

Customer loyalty is an invaluable asset in the business world. With loyal consumers, strong evidence has been achieved by good products and services. Customer loyalty helps businesses maintain stable income by developing further. Cuhazriansyah et al. (2021) emphasized that service quality has a positive effect on customer loyalty, which means that the

better the service provided, the higher the level of customer loyalty. Sources of capital are the main supporting factors in business expansion and innovation. The existence of facilities such as People's Business Credit (KUR) from the government provides opportunities for businesses to develop their businesses. This capital can be used to invest in new equipment, expand production capacity, or improve facilities to meet greater market demand. Burhansyah (2021) emphasized that KUR plays a role in increasing the productivity of MSMEs by providing easier access to capital so that it can encourage the growth of micro-businesses and increase competitiveness in the domestic market. In addition, increasing public awareness of the health benefits of fish provides great opportunities for fish milling businesses. Processed fish products that are more practical and highly nutritious attract the attention of consumers who care about health. According to Setiawati (2023), mackerel contains a lot of protein, omega-3 fatty acids, and vitamin B12 which are good for heart and brain health. Snakehead fish has been shown to contain high albumin, especially those that can stimulate the process of accelerating wound healing and maintaining endurance, while parang-parang fish have a protein and mineral content such as calcium and phosphorus, which is very good for bone health.

However, in addition to these opportunities, this fish milling business faces several threats that need to be considered. One of them is the activity of microfinance institutions in financing business capital. If institutions such as commercial banks, people's economic banks, and Islamic microfinance institutions (LKMS) are not active in providing financing, then small entrepreneurs such as Asiah's fish milling business will have difficulty developing their business, updating equipment, or expanding production capacity. Lack of access to capital can hinder business growth and competitiveness (Supriadi & Utami, 2021). In addition, stagnant economic growth can affect people's purchasing power for food products. If economic conditions weaken, consumers tend to choose cheaper products, so fish milling businesses that may offer products at higher prices may experience a decrease in demand. A study by Firmansyah *et al.* (2021) explains that when economic conditions are sluggish, people will try to save on household expenses by consuming cheaper types of fish. Increasingly tight price competition is a major challenge in maintaining market share. Business competition is also a significant threat. With 40 fish grinding businesses in Bengkulu City, competition between business actors is getting tighter because they offer similar products. In addition, the existence of substitute products such as pempek or fish balls also increases competition. Therefore, business actors must continue to innovate and improve operational efficiency in order to maintain competitiveness (Hamdan & Hamdani, 2012).

Another threat is the lack of availability of product quality assurance facilities. The limitations of cold storage and freezers with low temperatures, which are only one, will affect the freshness and quality of the processed fish. Without adequate cooling facilities, fish quickly spoil and lose their freshness before being processed. In addition, without adequate freezers, fish are prone to contamination by bacteria that damage the product and endanger consumer health. (Fitrianti *et al.*, 2021) emphasized that the limitations of processing equipment such as fish grinding machines and other infrastructure make it difficult to improve product quality. The absence of these facilities can reduce consumer confidence and hinder business growth.

Alternative Strategies

Identifying internal and external conditions is very important because it affects business development (Nabil *et al.*, 2023). In the internal and external matrix, strategies are formulated based on strengths, weaknesses, opportunities, and threats. Based on Figure 1, the results of internal and external calculations show that the position of the Asiah Fish Milling Business is in the SO (Strength-Opportunity) quadrant. The position of the Asiah Fish Milling Business is in Quadrant I, namely "Aggressive," with coordinates (4.01: 2.03), which indicates that this

business is in optimal and stable condition so that it can continue expansion, increase growth, and achieve maximum progress (Aji, 2018). The appropriate alternative strategy for this position is to focus on the current market through market penetration and development, as well as product development. By increasing the level of aggressiveness, this business has the potential to drive further growth and achieve maximum profit (Kurnia et al., 2024). In line with the research Idayu et al. (2021), it is stated that the SO strategy is a strategy that utilizes existing strengths to strengthen competitive advantages. With this SO (Growth) strategy, it is hoped that MSMEs can expand their markets, increase production growth, and maximize technological developments. The following recommendations for alternative SO strategies can be seen in Table 3.

To compete in the fish processing industry, the right strategy is needed to increase competitiveness, production efficiency, and customer loyalty. First, offering a variety of quality products is the main step in attracting and retaining consumers. By providing a variety of high-quality product choices, businesses can increase competitiveness and strengthen market confidence. Consistency in quality also plays an important role in maintaining customer loyalty to groundfish products (Hastari et al., 2023). Second, building good relationships with suppliers is an important strategy to ensure the availability of fresh fish raw materials at more competitive prices. A stable relationship with suppliers allows businesses to obtain quality raw materials at more affordable prices, maintain production efficiency, and increase business profitability (Agustin, 2018). Third, the use of modern production technology can increase operational efficiency and ensure that the products produced have consistent quality according to market standards. More sophisticated technology helps reduce production costs and increase business capacity in meeting market demand (Budiman & Astuti, 2025).

Fourth, optimal capital management allows businesses to expand their business, create product innovations, and improve the quality of production equipment. With the right financial strategy, businesses can expand their market, increase production capacity, and develop products that are in line with consumer trends and needs (Gusriani et al., 2024). Fifth, easy access to fresh fish raw materials is an advantage that can be utilized in developing healthy and highly nutritious products. With quality raw materials, businesses can offer healthier products that are in line with healthy lifestyle trends, attracting more consumers who care about balanced nutritional intake (Andhikawati et al., 2021). Sixth, establishing good relationships with customers and business partners can be an effective marketing strategy. By increasing public awareness of the health benefits of fish consumption, businesses can expand their market and increase product demand (Maulina et al., 2024). Lastly, the combination of modern technology utilization and strong capital support will enable businesses to continue to innovate, improve production efficiency, and strengthen marketing and distribution strategies. With this approach, businesses can expand market reach, increase competitiveness, and survive in increasingly tight industrial competition (Fatmala, 2016).

Strategic Priority Decision

The final stage in the strategy analysis is the selection of the right strategy that can be implemented by the Asiah Fish Milling Business. The selection of the most appropriate strategy is carried out using the QSPM analysis tool. Alternative strategies are obtained from the SWOT matrix, which produces several strategic options based on internal and external factors of the business. Based on the results of the analysis with the QSPM matrix, the strategic priorities are obtained based on the highest total TAS (Total Attractive Score) value presented in Table 4. It is known that the strategy of increasing production efficiency and quality through the use of modern technology and supported by strong capital sources for business expansion and innovation is a strategic priority for the Asiah Fish Milling Business.

To achieve these strategic priorities, several methods or solutions can be applied. First, adopt modern production technology to increase efficiency and product quality according to market needs. For example, by implementing automation and digitalization of business processes, operational costs can be reduced and product consistency can be increased. Modern technology also encourages innovation, streamlines production processes, and opens up opportunities for MSMEs to be more competitive in the market (Fachrurazi et al., 2023). Second, optimize existing capital sources to expand the business and create product innovation. This can be done by allocating capital to improve production support tools. Third, establish good relationships with suppliers to ensure the supply of fresh fish raw materials at low prices. Thus, production efficiency is maintained. Fourth, focus on an effective marketing plan to increase competitiveness and market share. With the integration of these strategies, fish milling businesses can achieve efficiency, quality, and sustainable growth (Oktavian et al., 2021).

CONCLUSION

Based on the research findings, it can be concluded that the position of the Asiah Fish Milling business is in quadrant I (aggressive), which indicates that environmental factors that influence the development of the Asiah Fish Milling business are factors that are considered strengths and opportunities. The recommended strategy formulation includes strategies that focus on improving efficiency and quality with easily obtained supporting tools, as well as optimizing capital for expansion and innovation. The use of efficient tools facilitates production and reduces waste, while capital management allows investment in technology and product development. Business expansion will increase production capacity and expand the market, supporting sustainable growth and business competitiveness.

ACKNOWLEDGEMENTS

Thank you to the MBKM Research Assistance program for support and facilitation during the research and writing of this article.

REFERENCES

- Agustin, I. L. (2018). *Pengendalian Bahan Baku Produk Tepung Ikan pada Usaha Dagang Hasil Laut Kecamatan Puger Kabupaten Jember*. Universitas Jember.
- Agustina, M. S. V., Agustini, E. P., & Marlindawati. (2023). Penyuluhan Dan Pelatihan Peningkatan Kualitas Labeling, Packaging Dan Marketing Produk Pada Umkm Desa Suka Negeri. *J-ABDI: Jurnal Pengabdian Kepada Masyarakat*, 2(9), 6383–6388. <https://doi.org/10.53625/jabdi.v2i9.4869>
- Aisyah, S., Limay, A., Putra, T., Sari, S. F., Desmiati, I., Rustam, D., & Munzir, A. (2024). Optimalisasi Diversifikasi Produk Perikanan Untuk Ketahanan Pangan dan Peningkatan Blue Economy: Inisiatif Keterlibatan Masyarakat Lokal. *Jurnal Pemberdayaan Sosial Dan Teknologi Masyarakat*, 4(2), 204–211. <https://doi.org/http://dx.doi.org/10.54314/jpstm.v4i2.2258>
- Aji, N. B. (2018). Analisis Swot Daya Saing Sekolah: Studi Kasus Di Sebuah Sma Swasta Di Kota Tangerang. *Jurnal Operations Excellence*, 10(1), 65–73.
- Andhikawati, A., Junianto, J., Permana, R., & Oktavia, Y. (2021). Review: Komposisi Gizi Ikan Terhadap Kesehatan Tubuh Manusia. *Marinade*, 4(02), 76–84. <https://doi.org/10.31629/marinade.v4i02.3871>
- Anggraini, N. (2020). Analisis Usaha Mikro dengan Pendekatan Business Model Canvas (BMC). *Ekonomi Dan Bisnis*, 6(2), 139–156. <https://doi.org/10.35590/jeb.v6i2.1313>
- Ariani, A., & Utomo, M. N. (2017). Kajian Strategi Pengembangan Usaha Mikro Kecil Dan Menengah (Umkm) Di Kota Tarakan. *Jurnal Organisasi Dan Manajemen*, 13(2), 99–

118. <https://doi.org/10.33830/jom.v13i2.55.2017>
- Arikunto, S. (2014). *Prosedur Penelitian Menurut Pendekatan Praktis*. Jakarta: Reneka Cipta.
- Budiman, F. A., & Astuti, T. R. P. (2025). Analisis pengaruh efisiensi operasional terhadap kualitas produk dalam industri fmcg. *Business and Entrepreneurship Journal (BEJ)*, 6(2), 21–26.
- Burhansyah, R. (2021). Kinerja, Kendala, dan Strategi Program Kredit Usaha Rakyat Sektor Pertanian Masa Depan. *Faorum Penelitian Agro Ekonomi*, 39(1), 73–87. <https://doi.org/DOI: http://dx.doi.org/10.21082/fae.v39n1.2021.73-87>
- Cuhanazriansyah, M. R., Giatman, M., & Ernawati, E. (2021). Kualitas Pelayanan dan Kepuasan Pelanggan Terhadap Loyalitas Pelanggan DANA pada masa Physical Distancing. *Jurnal Penelitian Dan Pengembangan Sains Dan Humaniora*, 5(2), 311–319. <https://doi.org/10.23887/jppsh.v5i2.35853>
- David, F. R. (2017). *Strategic Management*. 119–126. <https://doi.org/10.2307/j.ctt1t891zp.14>
- Fachrurazi, Rukmana, A. Y., Supriyanto, Syamsulbahri, & Iskandar. (2023). Revolusi Bisnis di Era Digital: Strategi dan Dampak Transformasi Proses Teknologi terhadap Keunggulan Kompetitif dan Pertumbuhan Organisasi. *Jurnal Bisnis Dan Manajemen West Science*, 2(03), 297–305. <https://doi.org/10.58812/jbmws.v2i03.563>
- Fatmala, A. (2016). *Strategi Pengembangan Usaha Pengolahan Ikan Lele (Clarias batrachus) Pada Usaha Kecil dan Menengah (UKM) “LAZZIS” di Kelurahan Pandanwangi, Kecamatan Blimbing, Malang, Jawa Timur*. Fakultas Perikanan dan Ilmu Kelautan Universitas Brawijaya.
- Firmansyah, I., Dermawan, W. D., Munawar, A. H., & Rahmani, D. A. (2021). Meningkatkan Daya Saing UMKM di Era New Normal Melalui Pendekatan Analytic Network Process (ANP). *Jurnal Ekonomi Indonesia*, 10(2), 173–187. <https://doi.org/10.52813/jei.v10i2.68>
- Fitrianti, D. R., Afifah, C. A. N., Sutiadiningsih, A., & Miranti, M. G. (2021). Potensi Dan Prospek Usaha Abon Ikan Gabus (*Channa striata*). *Jurnal Tata Boga*, 10(1), 67–75. <https://ejournal.unesa.ac.id/index.php/jurnal-tata-boga/>
- Gupta, M., Agrawal, A., & Shri, C. (2015). Strategy Formulation for Performance Improvement of Indian Corrugated Industry: An Application of SWOT Analysis and QSPM Matrix. *Journal of Applied Packaging Research*, 7(3), 60–75. <https://repository.rit.edu/japr/vol7/iss3/3/>
- Gusriani, I., Koto, H., Intara, Y. I., & Surawanto, E. (2024a). Strategi Pengembangan Industri Kecil Penggilingan Ikan di “Penggilingan Evi Tenggeri” Kota Bengkulu. *Media Agribisnis*, 8(1), 216–233. <https://doi.org/10.35326/agribisnis.v8i1.5284>
- Gusriani, I., Koto, H., Intara, Y. I., & Surawanto, E. (2024b). Strategi Pengembangan Industri Kecil Penggilingan Ikan di “Penggilingan Evi Tenggeri” Kota Bengkulu. *Media Agribisnis*, 8(1), 216–233. <https://doi.org/10.35326/agribisnis.v8i1.5284>
- Hamdan, U., & Hamdani, Y. (2012). Manajemen usaha dan strategi pemberdayaan Industri kecil produk makanan di kota Palembang. *Fakultas Ekonomi Unsri*, 2, 63–72. <https://core.ac.uk/download/pdf/267823735.pdf>
- Hastari, E. S., Yohana, C., & Monoarfa, T. A. (2023). Pengaruh Kepercayaan Merek dan Kualitas Produk terhadap Loyalitas Konsumen melalui Kepuasan Konsumen sebagai Variabel Mediasi (Studi Kasus pada Brand Skincare Lokal). *Jurnal Bisnis, Manajemen, Dan Keuangan*, 3(3), 785–799. <https://doi.org/10.21009/jbmk.0303.13>
- Hendrika, P. M. D., Daicy, F. L., & Londa, V. (2020). Dampak Kebijakan Pengembangan Usaha Masyarakat Mikro Di Kelurahan Madidir Weru Kecamatan Madidir Kota Bitung. *Jurnal Administrasi Publik*, 6(88), 85–91.
- Hutabarat, L. R. F. W. M. (2021). Strategi Pengembangan Usaha Fashion Lokal Berbasis

- Ekonomi Kreatif di Kota Medan. *Jurnal Ekonomi Dan Studi Pembangunan (Journal of Economics and Development Studies)*, 7(1), 12–20. <https://repositori.usu.ac.id/handle/123456789/30499>
- Idayu, R., Husni, M., & Suhandi, S. (2021). Strategi Pengembangan Usaha Mikro Kecil dan Menengah (UMKM) Untuk Meningkatkan Perekonomian Masyarakat Desa di Desa Nembol Kecamatan Mandalawangi Kabupaten Pandeglang Banten. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 7(1), 73. <https://doi.org/10.35906/jm001.v7i1.729>
- Kurnia, R., Abdusysyahid, S., & Fitriyana, F. (2024). Strategi Pengembangan Kelompok Usaha Pembudidaya Ikan Nila (*Oreochromis Niloticus*) Mina Kolam Mandiri Jaya Di Desa Ponoragan Kecamatan Loa Kulu. *Jurnal Perikanan Unram*, 13(3), 902–913. <https://doi.org/10.29303/jp.v13i3.612>
- Lapod, J. (2016). Analisis Penentuan Strategi Dalam Lingkungan Bisnis Yang Kompetitif Studi Kasus Pada PT. PELINDO IV (Persero). *Jurnal Riset Bisnis Dan Manajemen*, 4, 33–48. <https://media.neliti.com/media/publications/128133-ID-analisis-penentuan-strategi-dalam-lingku.pdf>
- Latiro, L., Budiyanto, & Lawelle, S. (2019). Strategi Pengembangan Usaha Olahan Ikan Cakalang Asap (Studi Kasus Cv.Ome Trd Coy Di Pps Kendari Kelurahan Puday Kecamatan Abeli Kota Kendari). *J. Sosial Ekonomi Perikanan FPIK UHO*, 4(3), 215–230. <http://dx.doi.org/10.33772/jsep.v4i3.8968>
- Maulina, E., Soesanto, D. R., Khotijah, N., & Mardiah, A. (2024). Dampak Strategi Pemasaran, Kemitraan Bisnis, dan Kualitas Produk. *Jurnal Ekonomi Dan Kewirausahaan West Science*, 2(04), 434–444.
- Mawar, M., & Sosiawati, E. (2019). Pengolahan Aneka Makanan Bahan Baku Pisang Dan Ikan Di Kelurahan Tavanjuka. *Jurnal Abditani*, 2(1), 8–10. <https://doi.org/10.31970/abditani.v1i0.15>
- Nabil, D. R., Nursesmita, J., Refina, A. N.E., Nurhasanah, Gusnita, L., Duanda. H., Anjeli, H., Nindia, & Kurniawan. H. G. (2023). Strategi Pengembangan Usaha Mikro Kecil Menengah (UMKM) Kerupuk Sagu Di Desa Pulau Banjar Kari, Kecamatan Kuantan Tengah, Kabupaten Kuantan Singingi. *ALKHIDMAH: Jurnal Pengabdian Dan Kemitraan Masyarakat*, 1(4), 186–190. <https://doi.org/10.59246/alkhidmah.v1i4.546>
- Novia, C., Saiful, S., & Utomo, D. (2021). Analisis SWOT peningkatan daya saing pada UKM keripik nangka di Kabupaten Malang. *Teknologi Pangan : Media Informasi Dan Komunikasi Ilmiah Teknologi Pertanian*, 12(1), 61–69. <https://doi.org/10.35891/tp.v12i1.2460>
- Oktavian, A. D., Sumantri, B., & Badrudin, R. (2021). Analisis Usaha dan Nilai Tambah Ikan Giling pada UD “Annisa 88” di Kota Bengkulu. *Jurnal Agribest*, X(2020), 45–55. <https://doi.org/https://doi.org/10.32528/agribest.v5i1.3811>
- Rahman, T., & Nurmalasari, Y. S. (2021). Strategi Pengembangan Keripik Pisang UD Al-Barokah di Desa Bulangan Haji Kecamatan Pegantenan Kabupaten Pamekasan. *Jurnal Agrosains*, 6(2), 54–61. <http://repository.uim.ac.id/id/eprint/828>
- Rangkuti, F. (2015). *Personal SWOT analysis*. Gramedia Pustaka Utama.
- Sari, L. P., & Arka, S. (2023). Pengaruh Kredit Usaha Rakyat, Tenaga Kerja Dan Teknologi Terhadap Produktivitas Usaha Mikro Kecil Dan Menengah (Umkm) Di Kota Denpasar. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 12(02), 309. <https://doi.org/10.24843/eeb.2023.v12.i02.p16>
- Sari, N., & Rimawan, M. (2020). Efisiensi Biaya Operasional Terhadap Peningkatan Laba Bersih. *Jurnal Ilmu Keuangan Dan Perbankan (JIKA)*, 9(2), 107–116. <https://doi.org/10.34010/jika.v9i2.2897>
- Setiawati, L. C. (2023). Strategi Pemasaran Produk Pangan Segar ke Rumah Sakit (Studi Kasus

- di PT. Panganmusi Raya Abadi). *Universitas Borobudur*, VIII(I), 1–19.
- Siswanti, T. (2020). Analisis pengaruh faktor internal dan eksternal terhadap kinerja Usaha Mikro Kecil dan Menengah (UMKM). *Jurnal Bisnis & Akuntansi Unsurya*, 5(2). <https://doi.org/10.35968/jbau.v5i2.430>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Penerbit Alfabeta Bandung.
- Supriadi, A., & Utami, F. (2021). Analisis Kinerja Keuangan UMKM Sepatu dan Sandal di Desa Sindangsari Kecamatan Pabuaran Kabupaten Serang. *Jurnal Sains Sosio Humaniora*, 5(2), 732–741. <https://doi.org/10.22437/jssh.v5i2.15779>
- Unaa, S. N. (2020). Pengaruh Bauran Pemasaran Jasa Terhadap Keputusan Pembelian Pada Geprek Benu Kota Malang. *Jurnal Ilmiah Mahasiswa FEB UB*, 8(1),
- Wicaksana, B. E., Nurunisa, V. F., Nawawi, M. N., Agribisnis, P. S., & Terbuka, U. (2023). *Model Bisnis Aplikasi Pemasaran Digital Business Model of Marketing Application*. 339–363.