

REVIEW OF FISH FEED DISTRIBUTION STRATEGY AT PT INGIN SEJAHTERA MANDIRI IN PASAMAN REGENCY

Tinjauan Strategi Distribusi Pakan Ikan pada PT Ingin Sejahtera Mandiri di
Kabupaten Pasaman

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ABSTRACT

Fish feed distribution plays a crucial role in supporting the efficiency and sustainability of aquaculture activities. PT Ingin Sejahtera Mandiri, as one of the fish feed distributors in Pasaman Regency, faces several challenges related to distribution channel effectiveness, delivery timeliness, and price accessibility for fish farmers. This study aims to review and analyze the fish feed distribution strategies implemented by PT Ingin Sejahtera Mandiri and to identify factors influencing distribution performance. The research employed a descriptive qualitative approach, with data collected through interviews, field observations, and document analysis. The data were analyzed to evaluate distribution patterns, logistics systems, and the company's relationships with partners and customers. The results indicate that the distribution strategy is mainly based on direct and indirect distribution through agents, with major constraints including limited transportation facilities, long distribution distances, and fluctuating feed demand. Nevertheless, the company has significant potential to improve distribution effectiveness by strengthening supply chain management, adopting information technology, and optimizing local distribution networks. This study is expected to provide practical insights for the company and contribute to the development of more efficient and sustainable fish feed distribution strategies in Pasaman Regency.

Keywords: Aquaculture, Distribution Strategy, Fish Feed, Pasaman Regency, Supply Chain

ABSTRAK

Distribusi pakan ikan merupakan salah satu faktor kunci yang menentukan keberlanjutan dan efisiensi usaha budidaya perikanan. PT Ingin Sejahtera Mandiri sebagai salah satu perusahaan distributor pakan ikan di Kabupaten Pasaman menghadapi tantangan terkait efektivitas saluran distribusi, ketepatan waktu pengiriman, serta keterjangkauan harga bagi pembudidaya ikan. Penelitian ini bertujuan untuk meninjau dan menganalisis strategi distribusi pakan ikan yang diterapkan oleh PT Ingin Sejahtera Mandiri serta mengidentifikasi faktor-faktor yang

memengaruhi kinerja distribusi tersebut. Metode penelitian yang digunakan adalah pendekatan deskriptif kualitatif dengan pengumpulan data melalui wawancara, observasi lapangan, dan studi dokumentasi. Analisis data dilakukan untuk mengevaluasi pola distribusi, sistem logistik, serta hubungan perusahaan dengan mitra dan konsumen. Hasil penelitian menunjukkan bahwa strategi distribusi yang diterapkan masih didominasi oleh sistem distribusi langsung dan tidak langsung melalui agen, dengan kendala utama berupa keterbatasan armada transportasi, jarak distribusi yang cukup jauh, serta fluktuasi permintaan pakan ikan. Namun demikian, perusahaan memiliki potensi untuk meningkatkan efektivitas distribusi melalui penguatan manajemen rantai pasok, pemanfaatan teknologi informasi, dan optimalisasi jaringan distribusi lokal. Penelitian ini diharapkan dapat menjadi bahan evaluasi bagi perusahaan serta memberikan kontribusi bagi pengembangan strategi distribusi pakan ikan yang lebih efisien dan berkelanjutan di Kabupaten Pasaman.

Kata Kunci: Strategi Distribusi, Pakan Ikan, Rantai Pasok, Perikanan, Kabupaten Pasaman

INTRODUCTION

The demand for fish feed for inland aquaculture in Pasaman Regency is very high. Pasaman Regency is the largest consumer of fish feed in West Sumatra Province, accounting for approximately 40 percent of the region's total fish feed demand. Of the total fish feed demand of 1.7 million tons, approximately 1.6 million tons are used for freshwater fish farming. The potential market for freshwater fish feed in Pasaman Regency is largely absorbed by the cultivation of carp and tilapia (Dwirastina & Wibowo, 2022). This situation explains why many fish feed producers have established distribution networks around fish farming centers in the region.

Generally, fish feed is produced by large companies with high product quality standards, extensive distribution networks, and strong capital support, enabling them to provide convenient payment systems. PT Ingin Sejahtera Mandiri is one of the largest fish feed processing industries in Pasaman Regency. This competitive environment requires PT Ingin Sejahtera Mandiri to continuously improve its competitiveness to capitalize on existing market opportunities. Furthermore, the presence of other fish feed companies in Pasaman Regency, such as PT Amanah Insanilah with its Comfeed brand and PT Pangeran with its Cargill brand, also influences the dynamics of fish feed sales in the area. The presence of these competitors has motivated PT Ingin Sejahtera Mandiri to evaluate and formulate appropriate marketing strategies. PT Ingin Sejahtera Mandiri also aims to increase production capacity while maintaining competitive advantages in terms of price, quality, and on-time production.

Distribution is a key marketing activity for a company's success. Generally, distribution can be defined as a marketing activity aimed at streamlining and facilitating the delivery of goods and services from producers to consumers, ensuring that products are used according to their needs, including type, quantity, price, location, and time. Once a product is complete and ready for marketing, the next step is determining the distribution methods and routes to be used to deliver the product to the market.

According to Ariani *et al.* (2021), distribution is a crucial activity that companies must undertake to ensure products reach consumers. However, companies cannot streamline distribution flows solely by relying on internal factors (Baladraf, 2024). These limitations can create a gap between producers and consumers. Therefore, companies need intermediaries as distributors in their distribution channels to reach a wider market. This strategy is also implemented by PT Ingin Sejahtera Mandiri, which distributes fish feed products through distributors. To date, PT Ingin Sejahtera Mandiri has ten agents spread across various regions of Pasaman Regency and has consistently sold fish feed products for the past ten years.

In essence, the people of Pasaman Regency are increasingly familiar with PT Ingin

Sejahtera Mandiri's fish feed products, particularly floating fish feed. This is reflected in the 21 percent increase in floating fish feed usage. This increase indicates that demand for floating fish feed continues to grow year after year. Therefore, to increase sales volume, PT Ingin Sejahtera Mandiri needs to implement an appropriate distribution strategy by selecting appropriate distribution channels and methods, including determining the number of intermediaries within the distribution channel.

However, the distribution strategy implemented by PT Ingin Sejahtera Mandiri is not yet optimal. This is due to ongoing challenges in product distribution, which are influenced by various factors in decision-making. One major obstacle delay in fish feed delivery to consumers due to unpredictable weather conditions, particularly rain, given that fish feed is highly sensitive to water. This situation highlights the importance of better planning and management of distribution strategies to create added value for products and streamline distribution.

According to the 2024 extension report from the Pasaman Regency Agriculture and Fisheries Office, the number of commercial fish feed users continues to increase annually. This is supported by the availability of adequate land for fish pond development and environmental conditions that support fish farming activities. However, in some areas there are still farmers who do not use commercial fish feed, such as in the districts of Mapat Tunggul, South Mapat Tunggul, Padang Gelugur, and North Rao. This fact indicates that there is still market potential that has not been fully reached by PT Ingin Sejahtera Mandiri in Pasaman Regency. Therefore, distribution strategies in marketing and determining the right target market are very important to strengthen the product's position in the market, build consumer trust, and ensure the product is distributed effectively to the right consumers. Based on this description, this study aims to determine and analyze the distribution strategy implemented by PT Ingin Sejahtera Mandiri in Pasaman Regency.

METHODS

Research Type and Approach

This research uses a qualitative descriptive approach. This approach was chosen to obtain an in-depth and comprehensive overview of the fish feed distribution strategy implemented by PT Ingin Sejahtera Mandiri in Pasaman Regency. Qualitative descriptive research aims to describe, analyze, and interpret the actual conditions related to the distribution system, distribution channels, and factors influencing the effectiveness of fish feed product distribution.

Research Location and Time

The research was conducted at PT Ingin Sejahtera Mandiri and several fish feed distribution areas in Pasaman Regency, West Sumatra Province. The location selection was based on the consideration that Pasaman Regency is a major center for freshwater fish farming and has a high level of fish feed consumption. The research was conducted over a period of [months–years, as appropriate].

Data Sources and Types

The data used in this study consisted of:

1. Primary data, namely data obtained directly from informants through in-depth interviews and field observations. The research informants included the management of PT Ingin Sejahtera Mandiri, fish feed agents/distributors, and consumers (fish farmers).
2. Secondary data, namely supporting data obtained from company documents, reports from the Pasaman Regency Agriculture and Fisheries Office, the Central Statistics Agency (BPS), and scientific literature relevant to the topic of fish feed distribution and marketing.

Data Collection Techniques

The data collection techniques used in this study include:

1. Semi-structured interviews with company management, distribution agents, and consumers to obtain information on distribution strategies, distribution constraints, and improvement efforts undertaken by the company.
2. Observations, conducted by directly observing the fish feed distribution process, from the warehouse to agents and end consumers.
3. Documentation studies, namely data collection through company documents, annual reports, sales data, and implemented distribution policies.

Informant Selection Technique

Informants were selected using purposive sampling, which involves selecting informants based on specific considerations relevant to the research objectives. Informants were selected because they were deemed to possess knowledge, experience, and direct involvement in the fish feed distribution process.

Data Analysis Technique

Data analysis was conducted using descriptive qualitative methods with the following stages:

1. Data reduction, which is the process of simplifying and sorting data obtained from interviews, observations, and documentation.
2. Data presentation, which is done in the form of narrative descriptions, tables, or charts to facilitate understanding of the applied distribution patterns.
3. Conclusion drawing, which is the interpretation of the analysis results to answer the research objectives and formulate implications for effective distribution strategies.

Data Validity Testing

The validity of the data in this study was tested using triangulation techniques, including source triangulation, method triangulation, and time triangulation. This technique aims to increase the validity and reliability of the research data.

RESULTS

Company Overview

Company History

PT Ingin Sejahtera Mandiri is a company operating in the fish feed industry in Medan, North Sumatra, Indonesia. Its factory and office are located at Jalan Rumah Potong Hewan KM 9 No. 44 Mabar, Medan 20242. PT Ingin Sejahtera Mandiri began as a small company called Perusahaan Pakan Ternak (Animal Feed Company). It was founded by Mr. Rachman on March 15, 1976, as a home industry. It then became a Domestic Investment Company in August 1989. Its main products are chicken feed and fish feed, with sales volumes increasing significantly year after year. This has been achieved through product diversification, the addition of modern production and laboratory facilities, and benchmarking activities to maintain high feed quality. This ensures competitiveness in the market and assists the community in raising both chickens and fish.

Workforce and Working Hours

PT Ingin Sejahtera Mandiri employs a workforce consisting of direct and indirect workers. Direct labor refers to employees assigned to the processing department, while indirect labor refers to employees assigned to the office and not directly employed in the factory. PT Ingin Sejahtera Mandiri employs 225 people.

Table 1. Number of Employees at PT Ingin Tani Sejahtera

No.	Department	Number (people)
1	Production Department	118
2	Quality Control Department	8
3	Engineering Department	12
4	Logistics Department	27
5	Marketing Department	22
6	Accounting Department	12
7	Finance Department	6
8	General Personnel Department	20
Total		225

Source: Primary Data (2021)

PT. Ingin Sejahtera Mandiri operates six days a week, Monday through Saturday. The working day is eight hours.

Fish Feed Distribution Strategy of PT Ingin Sejahtera Mandiri, Pasaman Regency

PT Ingin Sejahtera Mandiri's distribution strategy in Pasaman Regency is selective. According to the technical department at PT Ingin Sejahtera Mandiri, the distribution of fish feed products involves the use of more than one distributor to reach a wide consumer base, but the number of distributors is limited. Distribution is limited to meet the fish feed needs in Pasaman Regency. PT Ingin Sejahtera Mandiri limits the use of intermediaries based on geographic location. Geographical factors are a key factor in the distribution process (Kiptiyah & Rohman, 2024).

This is consistent with the distributors used by PT Ingin Sejahtera Mandiri, which have been selected by PT Ingin Sejahtera Mandiri. This selection process must comply with the terms and conditions set by PT Ingin Sejahtera Mandiri for distribution of its products. One of the requirements set by PT Ingin Sejahtera Mandiri to become an intermediary in its distribution channel is having a warehouse and trucks provided privately by the prospective distributor.

PT Ingin Sejahtera Mandiri uses an indirect distribution channel. To deliver its products to end consumers, it uses distributors as intermediaries in the distribution of fish feed. These distributors are called agents. Agents, acting as intermediaries, purchase and sell fish feed from PT Ingin Sejahtera Mandiri to consumers. Before the fish feed reaches consumers, the agents, acting as intermediaries, interact directly with PT Ingin Sejahtera Mandiri, who purchases from PT Ingin Tani Sejahtera. They also sell it to the wholesalers as second-tier intermediaries, and then to the general public (consumers).

In the fish feed distribution process carried out by PT Ingin Sejahtera Mandiri, several parties are involved in the distribution channel. These parties, acting as intermediaries in the distribution of fish feed, are PT Ingin Sejahtera Mandiri, agents, and wholesalers. The following is the fish feed distribution channel pattern used by PT Ingin Sejahtera Mandiri:

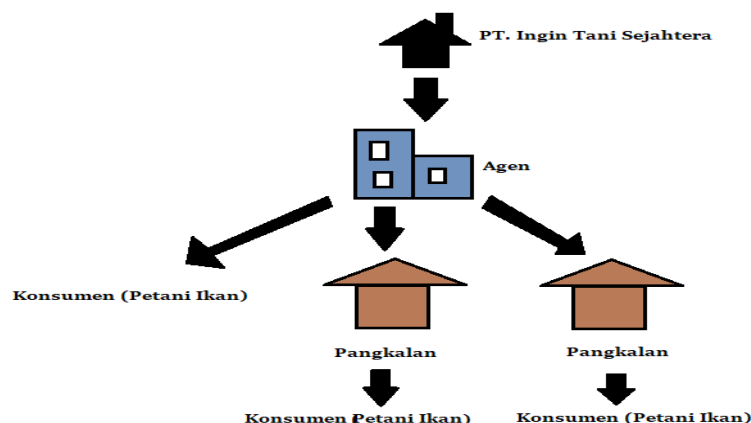


Figure 2. Fish Feed Distribution Channel Pattern of PT Ingin Sejahtera Mandiri
Source: PT Ingin Sejahtera Mandiri

PT Ingin Sejahtera Mandiri

PT Ingin Sejahtera Mandiri, as a producer in this feed distribution channel, is managed within the domestic feed division. As a producer in this distribution channel, PT Ingin Sejahtera Mandiri regulates the distribution of fish feed. Within this distribution channel, PT Ingin Sejahtera Mandiri is responsible for overseeing the distribution of fish feed from agents and wholesalers to consumers. The company needs to implement strategies of backward integration, forward integration, or horizontal integration, market penetration, market development, and product development (Rahmanto, 2017).

In accordance with its selective distribution strategy, PT Ingin Sejahtera Mandiri stipulates regulations for agents and wholesalers prohibiting fish feed hoarding. Furthermore, PT Ingin Sejahtera Mandiri also establishes sales regulations: fish feed may not be distributed outside the designated area and must be distributed to the right consumers, namely those engaged in freshwater fish farming or aquaculture. This is because the quality of fish feed will decline if the product is not marketed directly.

Fish Feed Agent

Fish feed is included in the non-subsidized product category (Candra, 2022). In this distribution channel, agents are the parties who directly interact with PT Ingin Sejahtera Mandiri. They handle everything from obtaining instructions on pickup schedules to processing payments for fish feed purchases, which will be picked up at the PT Ingin Tani Sejahtera warehouse. All these activities are handled by agents. Therefore, agents play a crucial role in this distribution channel. PT Ingin Sejahtera Mandiri stipulates that the process requires one to two agents per sub-district. This ensures optimal distribution and reaches end consumers. There are 10 fish feed agents in Pasaman Regency.

Table 2. PT Ingin Sejahtera Mandiri Agents in Pasaman Regency

No	Name	Business Location
1	Misan Buyung Paibo	Panti District
2	Piri Putra Tunggal	Duo Koto District
3	Imam Hengky Group	Rao District
4	Fadli	Rao District
5	Anto	South Rao District
6	H. Jamil	Bonjol District
7	Karya Serasi	Bonjol District
8	Surya Mina	Tigo Nagari District
9	Rahmat Anwar Farm	Tigo Nagari District

No	Name	Business Location
10	Dzul	Tigo Nagari District

Source: PT Ingin Sejahtera Mandiri

Bases

A base is an intermediary positioned below an agent in the distribution channel (Romansyah, 2016). Therefore, the bases directly interact with agents in purchasing and collecting fish feed products. Each base will purchase and collect from its respective parent agent according to the agreed-upon quantities. The base, as the second intermediary in this distribution channel, distributes the products to consumers, who are divided into sub-districts within the parent agent's operational area. The number of bases used by the agent for fish feed distribution is determined by the agent (Zed *et al.*, 2025). However, the normal number of bases owned by an agent is 10 (ten), and can be more depending on the regulations of each agent. Although controlled by their respective parent agents, the bases that distribute in each sub-district still require a selection process from PT Ingin Sejahtera Mandiri before granting distribution permits. The fish farm can also distribute to its partner retailers before the fish feed reaches consumers (Masyrukah, 2018). Consumers can easily purchase fish feed either directly from agents or directly from the fish farm. The two levels are as follows:

- At Level One: PT Ingin Sejahtera Mandiri–Agent–Consumer. In this first-level channel, fish feed distribution occurs from the producer's product distribution to an intermediary until the goods reach the end consumer. In this channel, consumers can directly transact with the agent to obtain the fish feed.
- At Level Two: PT Ingin Sejahtera Mandiri–Agent–Base–Consumer. In this second-level channel, the process of obtaining fish feed from the end consumer occurs through two intermediaries in the distribution channel.

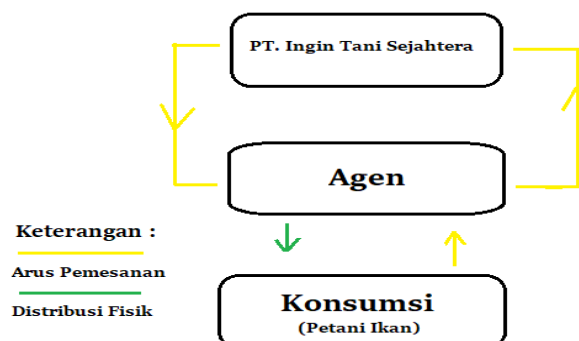


Figure 2. Flow in the Level 1 Poultry Feed Distribution Channel Chain

Source: PT Ingin Tani Sejahtera

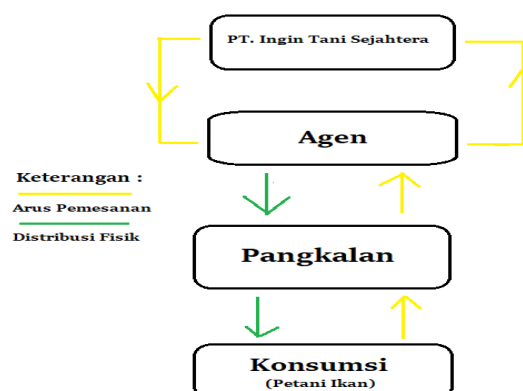


Figure 3. Flow in the Level 2 Fish Feed Distribution Channel Chain

Source: PT Ingin Tani Sejahtera

In this order flow, the flow moves from consumer demand to PT Ingin Sejahtera Mandiri. Orders placed by agents are carried out according to procedures provided by PT Ingin Sejahtera Mandiri to agents. These procedures are based on the number of sales requests from agents per region.

Information is gathered in this order flow to determine how much product will be marketed within the distribution chain. Therefore, agents, as the parties directly connected to PT Ingin Sejahtera Mandiri, will place orders based on information obtained from the base from the end consumer in the chain. Orders placed by agents to PT Ingin Sejahtera Mandiri are made in cash. Payment is made in cash. The total volume of fish feed sales by PT Ingin Sejahtera Mandiri through this channel is 15,000 kg (15 tons). The fish feed obtained from the agents is then sold by retailers/bases to consumers or fish farmers in Pasaman Regency, who are engaged in fish farming. The average farmer who goes through this channel is a farmer who gets fish feed from agents and base traders, by means of farmers being able to take the fish feed in advance which will only be paid after the harvest, this causes farmers to be tied to agents and retailers/base traders. Viewed from the aspect of the small business scale of farmers with the increase in feed prices, which are much higher than the increase in fish commodity prices, it can be said that small farmers are less able to use artificial feed (Harahap, 2015).

DISCUSSION

Fish feed distribution is a strategic element in the marketing system because it plays a direct role in ensuring the availability of key inputs for fish farming activities. The research results show that PT Ingin Sejahtera Mandiri implements two main distribution patterns: direct distribution and indirect distribution through agents. This pattern aligns with Kotler & Keller (2016), who stated that companies can use more than one distribution channel to increase market reach and marketing efficiency. Using agents as intermediaries allows companies to reach a wider range of consumers without having to bear all distribution costs directly.

The placement of ten agents spread across various regions of Pasaman Regency demonstrates that PT Ingin Sejahtera Mandiri's distribution strategy is oriented toward equitable distribution of marketing areas. This strategy aligns with distribution theory by Tjiptono (2015), which emphasizes that the selection of distribution channels must consider market characteristics, consumer location, and company capabilities. By placing agents near fish farming centers, the company seeks to shorten distribution distances and expedite product delivery times to consumers.

The 21 percent increase in floating fish feed usage indicates that the implemented distribution system is able to support growing market demand. This finding aligns with the findings of Ariani *et al.* (2021) stated that effective distribution will have a positive impact on increasing sales volume and product adoption rates by consumers. Furthermore, the increasing demand for floating fish feed also reflects the growing awareness of fish farmers regarding the use of quality feed to increase aquaculture productivity.

However, the research also shows that PT Ingin Sejahtera Mandiri's distribution performance is not yet fully optimal. Several areas remain unreached, such as Mapat Tunggul, South Mapat Tunggul, Padang Gelugur, and North Rao Districts. This situation indicates limited distribution channel reach, which, according to Baladraf (2024), can create a gap between producers and consumers if not supported by a flexible and adaptive distribution system.

The main obstacles in fish feed distribution are weather factors, limited transportation facilities, and the condition of road infrastructure in some areas. Fish feed, which is sensitive to water, requires proper handling and packaging to maintain product quality during the distribution process. This aligns with the opinion of Heizer *et al.* (2017), who emphasized that logistics and distribution management must consider product characteristics, especially

environmentally sensitive products. Delivery delays due to weather and long distribution distances have the potential to reduce consumer satisfaction levels and weaken the company's competitiveness.

PT Ingin Sejahtera Mandiri's dependence on agents also impacts smooth distribution. While agents play a crucial role as intermediaries, high dependency without adequate oversight and evaluation can reduce the company's flexibility in responding to changing market demand. According to Kotler (2017), companies need to build strong partnerships with distribution channels, along with performance control and evaluation systems, to ensure effective distribution.

On the other hand, research findings indicate significant opportunities for developing fish feed distribution in Pasaman Regency. The increasing number of fish farmers, land availability, and the persistence of areas that have not yet optimally utilized commercial fish feed represent potential markets that can be exploited. This aligns with the opinion of Dwirastina & Wibowo (2022), who stated that areas with high freshwater fish farming activity have significant fish feed market potential if supported by an efficient distribution system.

Therefore, PT Ingin Sejahtera Mandiri's distribution strategy needs to be directed at strengthening distribution channel management, expanding the agent network in underserved areas, and improving logistics systems and managing distribution risks, particularly those related to weather and transportation. These efforts are expected to increase distribution effectiveness, strengthen product position in the market, and increase the company's competitiveness in facing competition in the fish feed industry in Pasaman Regency.

CONCLUSION

Based on the description that has been explained regarding the distribution strategy for fish feed products of PT Ingin Sejahtera Mandiri, Pasaman Regency, it can be concluded that PT Ingin Sejahtera Mandiri has a distribution channel, namely an indirect distribution channel.

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