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DEVELOPMENT STRATEGY OF DRIED FISH PROCESSING BUSINESS IN BENGKULU CITY

Strategi Pengembangan Usaha Pengolahan Ikan Kering di Kota Bengkulu

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ABSTRACT

This study aims to identify internal and external factors, map the strategic position, and formulate and prioritize development strategies for the dried fish processing business in Bengkulu City. The method used is descriptive quantitative analysis with IFE and EFE matrix approaches, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM). Respondents totaled 16 people selected through purposive sampling, including business actors, fisheries agencies, cooperative and MSME offices, and consumers. The results show that the dominant internal factor is the business actor's experience (score 5.67) and raw material quality (score 5.50), while the main weakness is limited access to capital (score 3.00). Total IFE score of 4.72 and EFE of 3.79 placed the business in Quadrant I of the SWOT diagram (coordinates 2.76; 1.09), indicating an aggressive position. Based on QSPM analysis, the top priority strategy is developing product variety based on local experience (TAS = 5.79), followed by utilizing government assistance for production equipment modernization (TAS = 5.54), increasing production volume and market expansion (TAS = 5.25), government partnership (TAS = 5.22), and improving product quality for market penetration (TAS = 5.04).

Keywords: Business Development Strategy, Dried Fish, Fishery MSME, QSPM, SWOT Analysis

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi faktor internal dan eksternal, memetakan posisi strategis, serta merumuskan dan menentukan prioritas strategi pengembangan usaha pengolahan ikan kering di Kota Bengkulu. Metode yang digunakan adalah analisis deskriptif kuantitatif dengan pendekatan matriks IFE dan EFE, analisis SWOT, dan Quantitative Strategic Planning Matrix (QSPM). Responden berjumlah 16 orang yang dipilih secara purposive sampling, meliputi pelaku usaha, dinas perikanan, dinas koperasi dan UMKM, serta konsumen.

Hasil penelitian menunjukkan bahwa faktor internal dominan adalah pengalaman pelaku usaha (skor 5,67) dan kualitas bahan baku (skor 5,50), sedangkan kelemahan utama adalah keterbatasan akses modal (skor 3,00). Total skor IFE sebesar 4,72 dan EFE sebesar 3,79 menempatkan usaha pada Kuadran I diagram SWOT (koordinat 2,76; 1,09), menandakan posisi agresif. Berdasarkan analisis QSPM, strategi prioritas pertama adalah mengembangkan variasi produk berbasis pengalaman lokal (TAS = 5,79), diikuti pemanfaatan bantuan pemerintah untuk modernisasi alat produksi (TAS = 5,54), peningkatan volume dan perluasan pasar (TAS = 5,25), kemitraan dengan pemerintah (TAS = 5,22), dan peningkatan kualitas produk untuk penetrasi pasar (TAS = 5,04).

Kata Kunci: Analisis SWOT, Ikan Kering, QSPM, Strategi Pengembangan, UMKM Perikanan

INTRODUCTION

The fisheries sector plays a strategic role in national economic development. Based on 2019 data, this sector contributed 13.45% of the GDP of the business sector, with a GDP growth rate of 5.81%, above the national GDP growth average (KKP, 2020; Jayani, 2020). The contribution of primary and secondary fisheries exports to overall output, community income, and employment is quite significant (Yusuf & Tajerin, 2017).

The capture fisheries industry in Bengkulu City is one of the leading agribusiness sectors in Bengkulu Province (Bank Indonesia, 2013). Bengkulu Province's geographical location along the west coast of Sumatra supports abundant marine resources. Bengkulu City recorded the highest marine capture fisheries production in 2019, at 35,247 tons (BPS Bengkulu Province, 2021).

Seafood is highly perishable due to its high water content and nutrients, which can become a breeding ground for spoilage microorganisms (Naiu, 2018). Therefore, proper handling is essential, including through dried fish processing. Dried fish production in the coastal areas of Bengkulu City has been practiced for generations and holds significant potential as a profitable business opportunity.

Table 1. Development of Capture Fisheries Production in Bengkulu Province, 2018-2022

Year	Capture Fisheries Production (Tons)	Growth (%)
2018	68.412	-
2019	72.315	+5,71
2020	74.108	+2,48
2021	79.543	+7,33
2022	84.689	+6,47

Source: BPS Bengkulu Province (2024)

Based on Table 1, marine capture fisheries production in Bengkulu Province continued to increase from 2018 to 2022, with an average annual growth rate of 5.50%. However, this potential has not been optimally utilized, necessitating an appropriate strategy to bridge the gap between raw material potential and production capacity (BPS Bengkulu Province, 2024).

Barriers to developing dried fish processing businesses in Bengkulu City include limited business management skills, limited access to capital, and a lack of product innovation. Most small-scale entrepreneurs still rely on conventional processing methods, making product quality highly dependent on weather (Kurniawan & Sutrisno, 2020). Based on this, this study aims to: (1) identify and analyze internal and external factors of dried fish processing

businesses; (2) map the strategic position of the business; and (3) formulate and prioritize strategies for developing dried fish processing businesses in Bengkulu City.

RESEARCH METHODS

The research was conducted in Sumber Jaya Village, Bengkulu City, which was selected purposively due to its role as a center for dried fish processing businesses in the coastal area. Respondents were selected using purposive sampling, with a total of 16 respondents: 2 business owners, 3 representatives from the Fisheries Service, 1 representative from the Cooperatives and MSMEs Service, and 10 consumers.

Primary data was collected through observation, structured interviews, and questionnaire distribution. Secondary data was obtained from the Statistics Indonesia (BPS), the Maritime Affairs and Fisheries Service, and relevant scientific publications. The research employed a quantitative descriptive approach with three stages of analysis: (1) IFE and EFE matrices to assess internal and external strategic factors on a rating scale of 1–6; (2) SWOT analysis to map strategic positions and formulate alternative strategies; and (3) QSPM (Quantitative Strategic Planning Matrix) to determine strategic priorities based on the Total Attractiveness Score (TAS) on a rating scale of 1–4 (David, 2017).

RESULT

1. Internal and External Factor Analysis

The results of the identification and weighting of internal and external factors for dried fish processing businesses in Bengkulu City are presented in Table 2 below.

Table 2. IFE and EFE Matrix for Dried Fish Processing Businesses in Bengkulu City

No.	Internal and External Factors	Weight	Rating	Score
Strengths				
1	Business actors have experience in processing dried fish	0,13	5,67	0,72
2	The quality of the raw fish material is quite good	0,12	5,50	0,67
3	Sufficient number of workers	0,12	5,33	0,63
4	The production process is carried out hygienically	0,12	5,17	0,60
5	Supporting tools for the production process (knives, basins, etc.)	0,12	5,17	0,60
6	Fish raw materials are easy to obtain throughout the year	0,11	4,83	0,52
Total Strength		**0,71**	**31,67**	**3,74**
Weaknesses				
1	Businesses are not able to survive when costs increase	0,09	3,83	0,33
2	Production capacity cannot meet market demand	0,08	3,50	0,27
3	Difficulty accessing loans or capital assistance	0,07	3,00	0,20

No.	Internal and External Factors	Weight	Rating	Score
4	Business profits are not yet able to cover production costs	0,06	2,83	0,18
Total Weakness		**0,29**	**13,16**	**0,98**
Total Internal Factors		**1,00**	**44,83**	**4,72**
Opportunities				
1	Dried fish is a food that is liked by the people	0,16	5,33	0,83
2	People's habits support the consumption of dried fish	0,13	4,33	0,55
3	The provision of assistance with business facilities and infrastructure	0,13	4,33	0,55
4	The government supports dried fish processing businesses	0,12	4,17	0,51
Total Strength		**0,53**	**18,16**	**2,44**
Threats				
1	Unstable purchasing power of the community	0,13	3,28	0,43
2	The selling price of dried fish is not relatively stable	0,13	2,94	0,37
3	Lack of market demand for dried fish	0,08	2,83	0,23
4	Difficulty in managing a business	0,08	2,83	0,23
5	Lack of training programs from related agencies	0,04	1,83	0,08
Total Weakness		**0,47**	**13,71**	**1,35**
Total Internal Factors		**1,00**	**31,87**	**3,79**

Source: Processed Primary Data, 2026

Based on Table 2, the total IFE score of 4.72 indicates that the dried fish processing business has a very strong internal foundation. The dominant strengths are the business owner's experience (score 5.67) and the quality of the raw materials (score 5.50). The main weaknesses include limited access to loans or capital assistance (score 3.00) and financial resilience to rising costs (score 3.83). The total EFE score of 3.79 reflects the business's ability to respond well to external opportunities and threats. The greatest opportunity is public interest in dried fish (score 5.33), while the main threats are unstable consumer purchasing power (score 3.28) and fluctuating selling prices (score 2.94). The results of the strategic position analysis show coordinates (2.76; 1.09) located in Quadrant I of the SWOT diagram, with a difference in strengths-weaknesses scores (3.74 – 0.98 = 2.76) on the X axis and a difference in opportunities-threats (2.44 – 1.35 = 1.09) on the Y axis. This position indicates that the business has dominant internal strengths as well as large external opportunities, so the most appropriate strategy is an aggressive strategy (growth-oriented strategy) (Rangkuti, 2018).

2. SWOT Analysis

After obtaining the total values of internal and external factors using the IFE and EFE matrices, the next step is to depict the company's strategic position in a SWOT diagram.

According to Gurel and Tat (2017), a SWOT diagram is a visual representation that helps researchers determine an organization's competitive position by considering the relationship between internal and external factors. The position coordinates are calculated by subtracting the total strengths from the weaknesses (X-axis), and the total opportunities from the threats (Y-axis), as explained by Rangkuti (2018). The results of the SWOT analysis can be seen in the following figure:

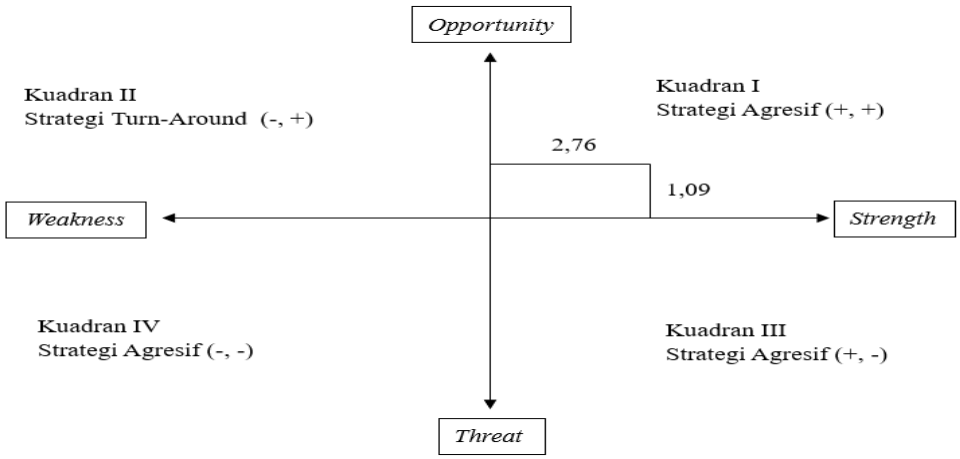

Figure 1. SWOT analysis results diagram

Based on the IFE Matrix calculation, the difference between the total strengths and weaknesses scores was 3.74 – 0.98 = 2.76 (X-axis), while the difference between the total opportunities and threats scores from the EFE Matrix was 2.44 – 1.35 = 1.09 (Y-axis). Therefore, the strategic position of the dried fish processing business in Bengkulu City is at (2.76; 1.09).

The strategic position of the dried fish processing business in Bengkulu City is at (2.76, 1.09), which is located in Quadrant I of the SWOT diagram. Quadrant I reflects a situation where the business possesses both dominant internal strengths and significant external opportunities. According to Rangkuti (2018), a position in Quadrant I is highly advantageous because businesses can maximize existing opportunities by leveraging their strengths. The most appropriate strategy to implement in this situation is an aggressive strategy (growth-oriented strategy), which actively encourages business growth and expansion.

Table 3. SWOT Analysis Matrix

Strength (S)	Opportunity (O)	Alternative Strategy
S1. Business actors have experience in processing dried fish	O1. Dried fish is a food that is liked by the people	1. (S1,O2) Developing product variations based on local experiences
S2. The quality of the raw fish material is quite good	O2. People's habits support the consumption of dried fish	2. (S5, O4) Utilizing government assistance to modernize production equipment
S3. Sufficient number of workers	O3. The provision of assistance with business facilities and infrastructure	3. (S6, O1) Increase production volume and expand the market

S4. The production process is carried out hygienically	O4. The government supports dried fish processing businesses	4. (S3, O3) Building partnerships with the government
S5. Supporting tools for the production process (knives, basins, etc)		5. (S2, O1) Improve product quality for wider market penetration
S6. Fish raw materials are easy to obtain throughout the year		

Source: Processed Primary Data, 2026

3. QSPM Matrix

No.	Alternative Strategy	Total TAS	Ranking
1	Developing product variations based on local experiences	5,79	1
2	Utilizing government assistance to modernize production equipment	5,54	2
3	Increase production volume and expand the market	5,25	3
4	Building partnerships with the government	5,22	4
5	Improve product quality for wider market penetration	5,04	5

Source: Processed Primary Data, 2026

DISCUSSION

Internal Factor Analysis (IFE Matrix)

Internal factor analysis aims to identify the strengths and weaknesses of dried fish processing businesses in Bengkulu City. The Internal Factor Evaluation (IFE) matrix was used as a tool to summarize and evaluate internal strategic factors through weighting and ratings by expert respondents. Based on the analysis, the total IFE score was 4.72, significantly above the average score of 2.50. This indicates that dried fish processing businesses in Bengkulu City have very strong internal foundations and are able to respond to and utilize internal strengths effectively (David, 2017).

The identified strengths encompass six strategic aspects, all of which contribute positively to business sustainability. The primary strength with the highest rating is the business owner's experience in dried fish processing, with a rating of 5.67 and a score of 0.578. This high rating reflects the accumulated experience in dried fish processing, which has become a competitive advantage that is difficult for new competitors to imitate. This finding is consistent with Kurniawan and Sutrisno's (2020) statement that local natural resource-based businesses with strong experience tend to occupy a superior competitive position.

The second strength factor is the relatively good quality of fish raw materials, with a rating of 5.50 and a score of 0.550. Bengkulu City's geographic location along the west coast of Sumatra provides direct access to high-quality fresh seafood. Hapsari et al. (2017) stated

that raw material quality is a primary determinant of the final quality of dried fish products, making the availability of quality raw materials an irreplaceable foundation in fishery product processing.

A sufficient workforce (rating 5.33; score 0.517) and the availability of production support equipment (rating 5.17; score 0.486) also strengthen the business's operational capacity. Meanwhile, year-round availability of raw materials (rating 4.83; score 0.425) and hygienic production processes (rating 4.83; score 0.420) complete the comprehensive internal strength profile. The total strength score of 3.74 reflects significant internal superiority and serves as a foundation for future business development.

On the other hand, there are four weaknesses that require serious attention.

The most dominant weakness is limited access to loans or capital assistance, with the lowest rating of 3.00 and a score of 0.165. Limited capital is a classic obstacle experienced by most micro and small enterprises (MSMEs) in the Indonesian fisheries sector. The inability to access formal financing sources directly impacts equipment modernization, production capacity increases, and market expansion.

The next weakness is the business's financial resilience to cost changes (rating 3.83; score 0.268), reflecting its vulnerability to fluctuations in raw material prices and operational costs. Production capacity that does not meet market demand (rating 3.50; score 0.221) indicates a gap between potential demand and supply, potentially significantly reducing business revenue. Furthermore, profits that do not fully cover production costs (rating 3.17; score 0.184) indicate the need for more systematic operational efficiency. The total weaknesses score of 0.98, significantly lower than the strengths score, indicates that despite some significant weaknesses, internal strengths still dominate overall.

External Factor Analysis (EFE)

The external factor analysis aims to identify opportunities that can be exploited and threats that must be anticipated by dried fish processing businesses in Bengkulu City. The External Factor Evaluation (EFE) matrix was the primary instrument in this evaluation process. The total EFE score obtained was 3.79, well above the average score of 2.50, indicating that dried fish processing businesses have excellent capabilities in responding to opportunities and minimizing the impact of external threats.

The greatest opportunity identified was the high public interest in dried fish as a food ingredient, with the highest rating of 5.33 and a score of 0.634. Dried fish has become part of the culinary culture of the people of Bengkulu and Sumatra in general, resulting in consistent demand and resistance to substitute products. Naiu (2018) stated that dried fish products have advantages such as a long shelf life and easy distribution, making market penetration into wider regions highly feasible.

Community habits that support dried fish consumption (rating 4.33; score 0.420) and government assistance for business facilities and infrastructure (rating 4.33; score 0.420) represent strategic opportunities that can be synergized simultaneously. Active government support for dried fish processing businesses (rating 4.17; score 0.388) further strengthens the conducive business climate. The total opportunity score of 2.44 indicates significant external potential to drive business growth.

Five external threat factors require serious attention from business actors. The primary threat is unstable consumer purchasing power (rating 3.28; score 0.285), which is heavily influenced by macroeconomic conditions and fluctuations in people's incomes. This uncertainty directly impacts sales volume and business revenue, particularly during periods of rising staple food prices or declining economic activity.

Changes in dried fish selling prices (rating 2.94; score 0.241) are the second threat, stemming from fluctuations in raw material prices and market dynamics. The lack of training

programs from relevant agencies (rating 3.17; score 0.238) has hampered the improvement of technical and managerial competencies of business actors. Lack of market demand in certain segments (rating 3.00; score 0.225) and the difficulty of obtaining business permits (rating 2.78; score 0.195) complete the threat profile that must be proactively mitigated. The total threat score of 1.35, which is lower than the opportunity score, indicates that opportunities still dominate the external environment.

SWOT Analysis

A SWOT analysis is a matching stage that integrates internal and external factors to formulate relevant strategic alternatives. A business's strategic position is determined based on the difference between strengths and weaknesses on the horizontal (X) axis and the difference between opportunities and threats on the vertical (Y) axis. Based on the calculations, the strategic position coordinates of a dried fish processing business in Bengkulu City are (2.76; 1.09), with a strength-weakness difference of 3.74 - 0.98 = 2.76 on the X-axis and an opportunity-threat difference of 2.44 - 1.35 = 1.09 on the Y-axis.

These coordinates place the business in Quadrant I of the SWOT diagram, reflecting a highly favorable situation where the business possesses both dominant internal strengths and substantial external opportunities. This position indicates that the business is in an aggressive position (growth-oriented strategy), the most ideal condition for implementing an expansive growth strategy (Rangkuti, 2018). This is consistent with the findings of Johnson et al. (2022) that the success of a strategy depends on the organization's ability to optimally align internal resources with external opportunities.

Priority Strategy (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a decision stage within the strategic management framework used to quantitatively and objectively determine strategic priorities based on the Total Attractiveness Score (TAS). The QSPM allows for a comparative evaluation of alternative strategies, considering all identified internal and external factors (David, 2017). Based on the QSPM analysis, five alternative strategies formulated from the SWOT matrix were evaluated and ranked as follows.

The strategy of developing product variations based on local experience ranked first with the highest TAS score of 5.79. This high TAS score reflects the simultaneous support of almost all internal and external factors. The combination of the business owner's extensive experience (rating 5.67) and the high public interest in dried fish (rating 5.33) creates a highly conducive foundation for implementing this strategy.

Product variation development could include: (1) dried fish with Bengkulu-style spices (dried fish with rendang spices, dried fish with balado sauce, and so on); (2) dried fish products in modern packaging with attractive and informative designs; (3) ready-to-cook dried fish products that are practical for urban consumers; and (4) a variety of packaging sizes to reach various market segments. Hapsari et al. (2017) stated that the drying process offers dual benefits in the form of extended shelf life and increased product accessibility to a wider market. Product innovation based on local wisdom also has the potential to enhance brand identity and product differentiation in an increasingly competitive market.

The strategy of modernizing production equipment through utilizing government assistance ranked second with a TAS of 5.54. This strategy is highly relevant considering that government support for dried fish processing has a significant EFE rating (4.17) and the availability of accessible infrastructure (rating 4.33).

Prioritized equipment modernization includes the procurement of solar-powered drying machines, vacuum packaging equipment, and product moisture measuring devices. Rohim et al. (2022) demonstrated that the implementation of solar dryer technology significantly

improved the quality and stability of dried fish production and reduced dependence on weather conditions, which have historically been a major constraint. Modernization of production equipment will ultimately increase production capacity (overcoming the weaknesses of W3), maintain consistent product quality, and increase energy efficiency, so that production costs can be reduced significantly.

The strategy of increasing production volume and expanding the market ranked third with a TAS of 5.25. This strategy leverages the stable and readily available availability of raw materials throughout the year (rating 4.83) to meet potential unmet demand due to limited production capacity.

Implementation of this strategy includes: (1) increasing daily production capacity by adding work shifts or employing trained workers; (2) developing a distribution network to traditional and modern markets outside Bengkulu City; (3) utilizing digital trading platforms (e-commerce) such as Shopee, Tokopedia, and social media to expand consumer reach; and (4) actively participating in regional product exhibitions. Chaffey and Ellis-Chadwick (2019) emphasize that digital marketing strategies are a cost-effective and efficient approach for MSMEs to expand market share without having to invest heavily in physical distribution infrastructure.

The strategy of building partnerships with the government ranked fourth with a TAS of 5.22. This strategy is specifically designed to address the weakness of limited access to capital (rating 3.00) by leveraging government support, which has an EFE rating of 4.17.

Strategic partnerships with the government can be realized through several channels, including: (1) access to the People's Business Credit (KUR) program through the Cooperatives and MSMEs Office; (2) facilitation of P-IRT certification from the Health Office as a prerequisite for product distribution to modern markets; (3) processing Halal certification through the Halal Product Guarantee Agency (BPJPH); (4) technical training in fish processing and business financial management; and (5) facilitation of export market access through the Trade Office and the Maritime Affairs and Fisheries Office. Kusnadi and Wardono (2021) emphasized that strengthening partnerships between fisheries MSMEs and government agencies is a key factor in increasing competitiveness, management capacity, and access to resources previously difficult to access independently.

The strategy of improving product quality for broader market penetration ranked fifth with a TAS of 5.04. Despite its last position in the ranking, this strategy still has a fairly high TAS value and serves as a long-term foundation for business sustainability, especially in the face of increasingly fierce market competition.

Improving product quality encompasses several dimensions: (1) standardizing the production process, from raw material selection through salting, drying, and packaging; (2) improving packaging design to be more hygienic, informative, and aesthetically pleasing in accordance with food product labeling regulations; (3) implementing a production quality management system based on Good Manufacturing Practice (GMP); and (4) obtaining quality certifications such as SNI to enhance product credibility in the eyes of consumers. Nurdiani et al. (2019) argue that the frequent instability in the quality of dried fish products is caused by limited processing technology and a lack of process standardization, therefore, quality improvement must be carried out systematically and continuously. Winarno (2019) adds that continuously improving the quality of fishery products is a long-term investment that positively impacts consumer trust and loyalty.

Overall, the five strategies resulting from the QSPM analysis form a complementary and sustainable business development framework. The first priority strategy (product variation development) and the third (market expansion) are market-driven and oriented towards increasing business revenue in the short to medium term. The second (equipment modernization) and fourth (government partnerships) priority strategies are investment-driven,

requiring cross-sector collaboration and external funding, but have a significant long-term impact on business efficiency and competitiveness.

The fifth priority strategy (quality improvement) is a baseline strategy that must be implemented in parallel with the other four strategies, as product quality is a key prerequisite for successful market penetration, distribution expansion, and partnership development. By implementing these five strategies in an integrated and planned manner, dried fish processing businesses in Bengkulu City have significant potential to develop into competitive, highly competitive, and sustainable dried fish production centers at the regional and national levels.

CONCLUSION

Based on the analysis, the following conclusions were drawn. First, the internal factors most influential in the dried fish processing business are the experience of the business owner (score 5.67) and the quality of raw materials (score 5.50) as key strengths. Limited access to capital (score 3.00) and financial resilience (score 3.83) are key weaknesses. The dominant external factors are public interest in dried fish (score 5.33) as an opportunity, while unstable consumer purchasing power (score 3.28) and fluctuating selling prices (score 2.94) as threats.

Second, the strategic position of the dried fish processing business is at coordinates (2.76; 1.09) in Quadrant I of the SWOT diagram, indicating an aggressive situation with dominant internal strengths and external opportunities. Third, based on the QSPM analysis, the priority order of development strategies is: (1) developing product variations based on local experience (TAS = 5.79); (2) utilizing government assistance to modernize production equipment (TAS = 5.54); (3) increasing production volume and expanding the market (TAS = 5.25); (4) building partnerships with the government (TAS = 5.22); and (5) improving product quality for wider market penetration (TAS = 5.04).

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