



**STRATEGY OF DEVELOPING A SHREDDED FISH BUSINESS
(CASE STUDY AT SABUA RESTAURANT, BEKASI DISTRICT)**

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ABSTRACT

The strategy of developing a shredded fish business is carried out to determine the internal and external factors of the company and formulate the right alternative strategy for Sabua Restaurant. This research was conducted at Sabua Restaurant, Bekasi District. The implementation strats from July 2019 to July 2020. The method used in this research is the case study method at Sabua Restaurant by collecting primary data and secondary data. The sampling method used was purposive sampling and data processing through descriptive analysis using SWOT analysis. The results of the research show that the best strategy for developing a shredded fish business at Sabua Restaurants is by implementing a WT strategy or a defensive strategy with coordinates -0,12; -0,18, which is try to minimize the existing weaknesses and avoid threats.

Keywords: Business Development Strategy; External Factors; Internal Factors; Processing of Shredded Fish; SWOT Analysis

INTRODUCTION

Fish as the main commodity in the fisheries sub-sector is one of the foods rich in protein that is good for daily consumption. Fish that has been dried can reach a protein content up to 40 grams in 100 grams of dried fish. Fish has many benefits, but fish consumption is still low. According to research conducted on fishermen's families, the frequency of fish consumption is less than 2 times a day. Based on data from the Directorate General of Strengthening the Competitiveness of Marine and Fishery Products for the level of fish consumption in West Java in 2017, which was 28.6 kg/capita and in 2018 it increased to 32.32 kg/capita (KKP 2018).

One way to preserve fish is by processing it into shredded fish. The utilization of fish protein sources in shredded can help to increase the level of fish consumption in Indonesian society. According to Sulthoniyah (2012), shredded fish is a preservation process, namely a combination of boiling and frying by adding spices.

Based on the head of the Bekasi Regency Marine and Fisheries Service, the Bekasi Regency area has a source of superior fisheries sub-sector commodities that have export selling value, therefore fishery business actors must always innovate in creating processed fish that are tasty, healthy, and high quality so it can increase people's purchasing power of processed fish. According to the Department of Marine Affairs and Fisheries of Bekasi Regency, to increase people's purchasing power, fish can be processed into various kinds of food. Therefore it is necessary to have a food brand (brand) and packaging (packaging) for identity.

Rumah Makan Sabua is a restaurant that serves pretty good processed fish food in the Bekasi Regency area. The fish processing business at Sabua Restaurant is quite well known, namely shredded fish. The shredded fish found at the Sabua Restaurant has its own characteristics because the ingredients used are processed special from the Manado area, so that quite a lot of people like the fish floss found at the Sabua Restaurant. However, the problems that are still experienced by the Sabua Restaurant are its business development strategies, including not implementing online-based marketing; the location is very remote, so consumers do not know the exact location of RM Sabua; Little promotion is done by Sabua Restaurant; and unstable availability of shredded fish.

Thus, the selection of research sites at the Sabua Restaurant is in line with the wishes of the Bekasi Regency government to improve fisheries processing technology and increase fish consumption in Bekasi Regency. Therefore, it is necessary to have further research on business development strategies at the Sabua Restaurant.

METODE

The research was conducted in July 2019 - July 2020. The method used in this research is the case study method. In this case, it is the business "Rumah Makan Sabua". Case studies make it possible to investigate a particular event, situation, or social condition and to provide insight into the processes that explain how certain events or situations occur (Hodgetts and Stolte 2012). Types of data used for analysis are primary data and secondary data. Primary data is obtained from observations, interviews, questionnaires to business actors, while secondary data is obtained from related agencies such as the Bekasi Regency Fisheries and Marine Office.

The sampling method used was purposive sampling, in which respondents were selected deliberately to fulfill certain objectives by relying on the logic of the prevailing principles (Fauzi 2001). The sample is determined as follows: 4 business managers, 1 broker, 1 fish supplier, and 20 consumers. The data analysis used in this research is descriptive. Identification of internal and external factors in shredded fish business and formulation of development strategies using the SWOT tool with IFAS analysis and EFAS analysis as well as IFE matrix analysis and EFE matrix. Identification of internal and external factors SWOT analysis is seen from the technical aspects in the field and their operations, namely economic and financial aspects, socio-cultural aspects, and environmental aspects. The IFE and EFE matrices are as follows:

Table 1 Matriks IFE

Internal Strategic Factors	Level	Rating	Score
Strength
1
2
...
Weakness
1
2
...
Total

(Source: Rangkuti 2017)

Tabel 2 Matriks EFE

External Strategic Factor	Level	Rating	Score
Opportunity
1
2
...
Threat
1
2
...
Total

(Source: Rangkuti 2017)

Based on the IFE and EFE matrices, the level assessment is carried out as follows:

Tabel 3 Level Assessment of Internal / External Factors

Internal/External Strategic Factor	Factor a	Factor b	Factor c	...	Total	Level
Factor a					X_1	A_1
Factor b					X_2	A_2
Factor c					X_3	A_3
...					X	A
Total					X_n	1,00

(Source: Rangkuti 2017)

The level of each variable is obtained by determining the value of each variable against the total value of the variable using the formula:

$$A_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

Information:

A_i = Level factor to-i

X_i = Score faktor to-i

i = 1,2,...,n

From the IFE and EFE matrices, the Sabua Restaurant business will get a score. Then to determine the position of the company in the strategy matrix, the formula is used:

$$\frac{S - W}{2}; \frac{O - T}{2}$$

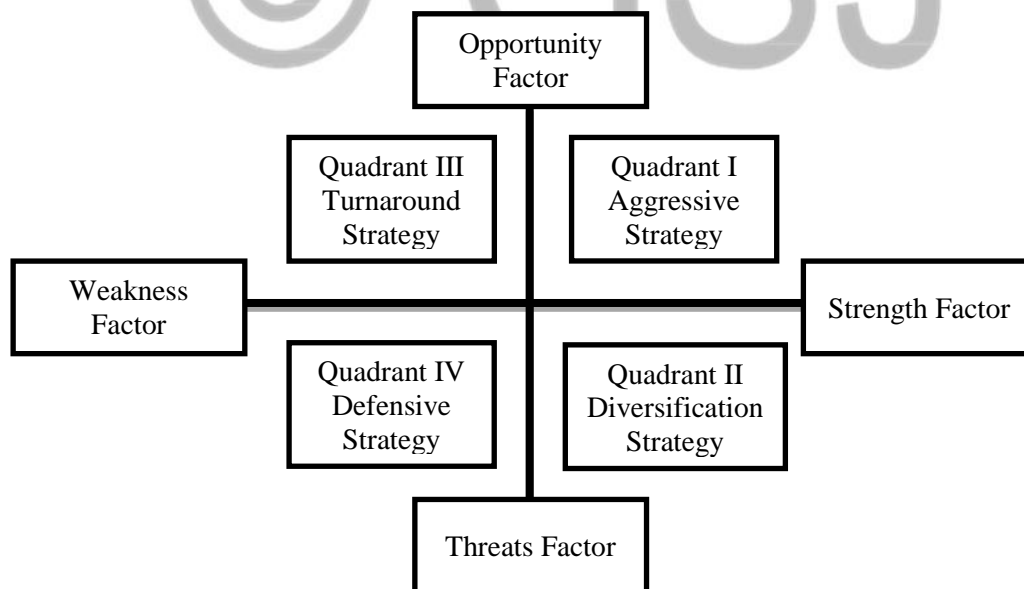
Information:

S = *Strength*

W = *Weakness*

O = *Opportunity*

T = *Threats*



Picture 1 Strategy Matrix
(Sumber: Rangkuti 2017)

After knowing the condition of the company, the strategy is carried out. This matrix combines the opportunities and threats faced according to their strengths and weaknesses to produce four alternative strategies, namely the SO strategy, the WO strategy, the WT strategy, and the ST strategy. SO strategy is made based on the company's mindset, namely by utilizing all strengths to seize and take advantage of the greatest opportunity. ST strategy is a strategy in using the strengths of the

company to overcome threats. The WO strategy is applied based on the use of existing opportunities by minimizing existing weaknesses. The WT strategy is based on activities that are defensive in nature and seek to minimize existing weaknesses and avoid threats.

RESULT AND DISCUSSION

Based on the internal and external analysis conducted on the Sabua Restaurant, the elements included in the strengths, weaknesses, opportunities and threats that must be faced in the face of competition are as follows:

Strength

- a. Good service quality
- b. Special spices that are not owned by other restaurants
- c. Good quality
- d. Flexible on the menu offered

Weakness

- a. Underdeveloped online marketing
- b. The location of the Sabua Restaurant is difficult for consumers to find
- c. The promotion that is still a little done by RM Sabua
- d. Unstable availability of shredded fish

Opportunities

- a. Has many loyal customers
- b. Responsive to the environment
- c. As a pioneer in contemporary fishery restaurant businesses
- d. Expand the franchise

Threat

- a. The level of shredded preference in Bekasi is still low
- b. Increasing raw material prices
- c. Starting to have a lot of contemporary restaurant business rivals
- d. The shredded fish products at Sabua Restaurant are not well known

IFE and EFE Matrix Analysis

The IFE matrix is used to evaluate internal factors to see the company's main strengths and weaknesses against its business functions, while the EFE matrix allows strategic planners to evaluate external factors.

Tabel 4 Internal Factor Evaluation (IFE) Matrix

No	Internal Strategy Factors	Weight	Rating	Score (Weight x Rating)
Strength				
1	Good service quality	0,14	2,5	0,35
2	Special spices that are not owned by other restaurants	0,16	1,75	0,28
3	Good quality	0,13	3,25	0,42
4	Flexible on the menu offered	0,09	2,25	0,2
Amount of Strength		0,52		1,25
No	Internal Strategy Factors	Weight	Rating	Score (Weight x Rating)
Weakness				
1	Underdeveloped online marketing	0,14	3,75	0,525
2	The location of the Sabua	0,09	3	0,225

	Restaurant is difficult for consumers to find			
3	The promotion that is still a little done by RM Sabua	0,13	3,75	0,48
4	Unstable availability of shredded fish	0,12	3	0,36
Amount of Strength		0,48		1,59
TOTAL		1		2,84

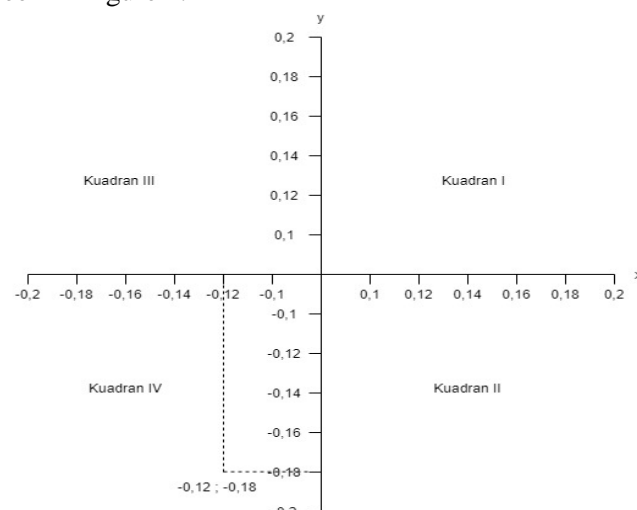
Tabel 5 Matriks *External Factor Evaluation* (EFE)

No	External Strategy Factors	Weight	Rating	Score (Weight x Rating)
Opportunities				
1	Has many loyal customers	0,17	2,5	0,425
2	Responsive to the environment	0,1	2,25	0,225
3	As a pioneer in contemporary fishery restaurant businesses	0,09	1,25	0,112
4	Expand the franchise	0,12	3,5	0,42
Amount of Strength		0,48		1,182

No	External Strategy Factors	Weight	Rating	Score (Weight x Rating)
Threat				
1	The level of shredded preference in Bekasi is still low	0,13	2,25	0,29
2	Increasing raw material prices	0,14	2,75	0,385
3	Starting to have a lot of contemporary restaurant business rivals	0,1	3,5	0,35
4	The shredded fish products at Sabua Restaurant are not well known	0,15	3,5	0,525
Amount of Strength		0,52		1,55
TOTAL		1		2,732

Strategy Matrix

After conducting a matrix analysis of internal and external factors in the Business Restaurant business, the next step is to combine the IFE and EFE values using a strategy matrix. The results of the strategy matrix can be seen in Figure 2.



Picture 2 Cartesian Diagram of Shredded Fish Business at Sabua Restaurant

Meaning Of Strategy

Analysis of the meaning of strategy is a suitable stage to produce alternative strategies that are carried out by means of pre-determined weaknesses, opportunities and threats (Fatur Rahman et al. 2016). Based on the results of the strategy matrix analysis using the SWOT matrix, the result is a combination of the weakness factor with the threat factor (W-T). Following are the steps in carrying out the WT strategy:

1. Increase the introduction and sales of shredded fish online

At this time the level of shredded favorite in Bekasi is still lacking. This can be caused by the lack of public knowledge of the shredded fish. Therefore, Sabua Restaurant should be able to introduce the shredded fish products more. With the increasing number of people who are aware of the shredded fish, this can also increase the demand or sale of shredded fish at the Sabua Restaurant.

2. Provide interesting information about the Sabua Restaurant

Sabua Restaurant can provide signs regarding the location of the Sabua Restaurant which contains information regarding the location and uniqueness offered by the Sabua Restaurant. In addition, the Sabua Restaurant can actively participate in public events that allow the sale of shredded fish, for example: bazaars, car free days, local tourist attractions. Apart from being offline, Sabua Restaurant needs to inform consumers that shredded fish products from Sabua Restaurant can also be found online, such as: go food, grab food, shopee, and tokopedia.

3. Creating promotions that can increase sales

One thing that can be done is to create promotions that keep sales or income, such as when consumers buy 5 shredded fish products at the Sabua Restaurant, they will be given a discount coupon for the next purchase of shredded fish at Sabua Restaurant, the shop can also offer bundling packages that offer at a lower price than buying shredded fish products individually, etc. These promotions can also be done through partners who work with Rumah Makan Sabua, such as: Gojek, Grab.

4. Ensuring product availability at all times

Related to the rising raw material prices, Sabua Restaurant needs to consider the stock held more so that it remains stable but does not increase the possibility of experiencing losses. If market demand and consumer purchasing power increase, companies must maximize their production capacity (Zeria et al. 2019). Because of this, Sabua Restaurant can make shredded fish stocks on a scale that is not too large but stable so that consumers can buy the product at any time. In determining the amount of production, Sabua Restaurant can calculate the average sales with the shelf life of shredded products.

CONCLUSION

Based on the results of research at the Sabua Restaurant on the company's business strategy through a SWOT analysis, it can be concluded that:

1. The results of the identification of internal factors faced by the Sabua Restaurant consist of strengths and weaknesses. Its strengths include 1) good service quality, 2) special spices that are not owned by other restaurants, 3) good quality quality, and 4) flexible to the menu offered. The weaknesses of the Sabua Restaurant include 1) Online marketing that is not too developed, 2) The location of the Sabua Restaurant is difficult for consumers to find, 3) Promotion is still little done by RM Sabua, and 4) The availability of shredded fish is not stable.
2. The external factors faced consist of opportunities and threats. The opportunities they have include 1) Having a lot of loyal customers, 2) being responsive to the environment, 3) As a pioneer in contemporary fishery restaurant businesses, and 4) Expand the franchise. Threats of the Sabua Restaurant include 1) The level of preference for shredded fish in Bekasi is still low, 2) The price of raw materials is increasing, 3) Starting to have many competitors in contemporary restaurant businesses, and 4) The shredded fish products in the Sabua Restaurant are not widely known.
3. One of the strategies that can be applied in the development of the shredded fish business at the Sabua Restaurant is a defensive strategy and tries to minimize existing weaknesses and avoid threats. This can be done by increasing the introduction and sales of shredded fish online, providing interesting information about the Sabua Restaurant, creating promotions that can increase sales, and ensuring product availability at all times.

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