



Marine Products Business Development Strategy in Building Competitive Advantage (Case Study at PT. Anugerah Sinar Laut Abadi Jambi city)

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Abstract

To be able to increase the business of marine products, it is necessary to build a competitive advantage. Competitive advantage is a unique position that a company develops in dealing with competitors and it is possible that the company can outperform them consistently. The purpose of this study was to determine a strategy for developing a seafood business at PT Anugerah Sinar Laut Abadi in Jambi City in building a competitive advantage using SWOT analysis. Data collection techniques through observation, interviews, questionnaires and documentation, with data analysis techniques using SWOT analysis. The results of the study found that the IFAS and EFAS analysis in the swot matrix showed that the biggest role was having skilled human resources and followed by having a large capital aspect that was used to finance the company's operational activities, while the biggest weakness score was the limited acquisition of raw materials from farmers. as a result of the weather/climate and the delay in shipping seaweed to the customer's location as a result of the transportation fleet which is considered insufficient. Then in the EFAS analysis, the biggest role in the company's opportunities is the increasing need for seaweed and the high purchasing power of the people. In addition, there are uncertain price changes due to relatively fluctuating raw materials and increasing government regulations. The results of the analysis of business development strategy planning to build competitive advantage in the SWOT analysis, the company is in a profitable situation. Where PT Anugerah Sinar Laut in Jambi City has opportunities and strengths, so they can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy.

Keywords: Strengths, Weaknesses, Opportunities and Threats

PRELIMINARY

Indonesia is a country consisting of many islands, with an area covering one-third of the land and two-thirds surrounded by waters or oceans, thus Indonesia is also called an archipelagic country which is already known as the largest archipelagic country in the world. Various kinds of marine product wealth in Indonesia are managed by the community, but the most important thing in order to be able to use it as much as possible is the fishery sector because the fishery sector is expected to support the progress of the nation's economy.

The marine and fisheries sector is a potential sector for a source of economic growth and is also a source of livelihood for people in Indonesia, Indonesia is an archipelagic country and 2/3 of its territory is an ocean because the potential for fish in Indonesia is abundant, specifically, the marine and fisheries sector has enormous potential. Therefore, it is very necessary to be developed in carrying out various efforts to accelerate the development of the fishery sector through the development of the fishing industry which aims to (1) improve the quality, quantity, added value and competitiveness of fishery products and (2) increase the income and welfare of business actors in the fishery sector. (Imelda, *et al.*, 2019).

The importance of the marine and fishery sector in the State of Indonesia, it can be said that the marine product business needs to be developed, in order to increase business income, therefore to be able to increase the marine product business it is necessary to build a competitive advantage. Competitive advantage is a unique position that a company develops in dealing with competitors and it is possible that the company can outperform them consistently. Thus, competitive advantage is only achieved by developing products that are very special and more profitable than competitors (Sunyoto, 2015:1).

The competitive advantage that has been achieved by a company must be maintained to make this competitive advantage a sustainable competitive advantage (Sunyoto, 2015: 2). To succeed in the effort to seize and win the competition that requires careful and comprehensive thought, strategic planning, so that companies can excel in competing, it is very necessary to have a business development strategy. Therefore, to be able to formulate a business development strategy, a SWOT analysis is needed.

According to Suryatama (2014:26) that SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or business speculation. This process involves determining the specific objectives of the speculated business or project and identifying the internal and external factors which support and which do not support the achievement of these objectives. In relation to the opinion expressed by Suryatama (2014), in determining a business development strategy, a swot analysis is needed.

Research shows that a company's performance can be determined by a combination of internal and external factors, both of which must be considered in a SWOT analysis. SWOT stands for the internal environment of *strengths* and *weaknesses* as well as the external environment of *opportunities* and *threats* faced by the business world. SWOT analysis comparing the chances of external factors (*opportunities*) and threats (*threats*) with internal power factor (*strenths*) and weaknesses (*weaknesses*) (Rangkuti, 2015: 20).

In connection with the importance of implementing Swot analysis, this research was conducted at PT. Anugerah Sinar Laut Abadi Jambi City which is a company engaged in the seafood business that sells various kinds of marine products such as fish, seaweed, sea cucumbers. In the seafood business trade that has been managed by the company so far, sales of marine products have decreased in the last 2 years, namely 2018 and 2019. The decline in sales of seafood that has occurred so far is due to the tight competition in the business of selling seafood in Jambi City, where the number of marine product industry companies that have sprung up by offering competitive prices and quality of seafood.

Then other problems faced by companies in marketing marine products to consumers because of the limited number of fishing boats due to regulations that only allow small boats. In addition, there are too many foreign investors such as China who control marine products, especially in Jakarta. And competition in the market is rampant with traders from outside the region who dominate the traditional markets of certain areas.

Based on the phenomenon faced by the company, the efforts made by the company to increase the sales turnover of marine products, it is necessary to determine a business strategy with a SWOT analysis. Where the company in conducting business management has not yet determined a business strategy in the seafood business. Because the company is still relying on the level of experience that is currently owned, due to the level of competition is so tight, the company needs an appropriate strategy so that the company is expected to excel in competing in the marketing of marine products.

Based on the problems that have occurred in the company so far, the research is focused on determining business strategies that are expected to contribute to competitive advantage in the seafood business. Therefore, a SWOT formulation is used, where with a SWOT analysis it is expected that the company can excel in competing with its competitors.

LITERATURE REVIEW

Strategy Definition

Strategy is a tool to achieve goals, in its development the concept of strategy must continue to have development and everyone has a different opinion or definition of strategy. Strategy in a business or business world is really needed for achieving the vision and mission that has been implemented by the company, as well as for achieving goals or objectives, both short-term goals and long-term goals.

Rivai and Darsono (2015: 158) strategy is the means and tools used to achieve the final goal (target or objective). The strategy must be able to make all parts of a broad organization into one, integrated to achieve the ultimate goal (target/objective); this is a matter of organizational operations activities.

According to Anshori (2014: 18-20) is the placement of agency missions that target the organization with external and internal recal, formulate policies and specific ways to achieve goals and ensure proper implementation, so that the main goals and objectives of the organization will be achieved.

Definition of Business Development

The development of a business is the responsibility of every entrepreneur or entrepreneur who requires foresight, motivation and creativity. In general, business owners in developing their business must be able to see an opportunity that other people are not able to see, seize opportunities and start a business (business), and run a business successfully.

The development of a business is the responsibility of every entrepreneur or entrepreneur who requires foresight, motivation and creativity (Anoraga, 2017: 66). If this can be done by every entrepreneur, then there is great hope to be able to turn a small business into a medium scale and even become a big business. Business activities can be started from the pioneering efforts of (*starting*), establishing cooperation or by purchasing the efforts of others, or better known as *franchising*.

From the explanation above, business development is an effort made by various parties involved in the business, both the government, local government, the community and especially the entrepreneurs themselves to develop their business into a bigger business with high competitiveness through the provision of facilities and mentoring that is appropriate. accompanied by motivation and creativity.

Definition of Competitive Advantage

Competitive advantage (competitive advantage) is the heart of marketing performance to face the competition. Competitive advantage is defined as a strategy benefit from companies that cooperate to create a more effective competitive advantage in the market. This strategy must be designed to achieve a sustainable competitive advantage so that the company can dominate in both the old and new markets. Competitive advantage basically grows from the values or benefits created by the company for its buyers. Customers generally prefer to buy products that have more value than what they want or expect. However, this value will also be compared with the price offered.

Raeni Dwi Santy (2018:4) Competitive advantage cannot be understood by looking at a company as a whole, but has a competitive advantage from the origin, various activities carried out by the company in designing, producing, marketing, shipping and supporting its products.

Based on the above definition, the author states that what is meant by competitive advantage is the company's ability to optimize all its resources in order to produce products that are better than competitors in all respects so that consumers feel satisfied and the company's market share is getting wider.

Definition of SWOT

SWOT analysis plays an important role in business because its aim is to frame the situation and conditions in a company from a SWOT point of view (*Strengths, Weaknesses, Opportunities,*

Threats). SWOT analysis According to Rachmat (2014: 51) is a form of descriptive analysis of situations and conditions (gives an overview). This analysis places situations and conditions as input factors, then grouped them according to their respective contributions. SWOT analysis is an analytical tool intended to describe the situation that is being faced or may be faced by the organization. This analysis is based in order to maximize the strengths (*strengths*) and opportunities (*opportunities*), which simultaneously can minimize your weaknesses (*weaknesses*) and threats (*threats*).

According to Siagian (2012:17) Strengths and weaknesses are found in the body of an organization, including a certain business. Meanwhile, opportunities and threats are environmental factors faced by the organization or company or business unit concerned. If it is said that SWOT analysis can be a powerful instrument in conducting strategic analysis, the efficacy lies in the ability of the company's strategy makers to maximize the role of strength factors and take advantage of opportunities so as to simultaneously act as a tool to minimize weaknesses in the organization and reduce the impact of threats. arise and must be dealt with.

Tows Matrix or SWOT

The SWOT matrix is useful for clearly describing how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce four possible sets of strategic alternatives.

- **SO Strategy**

This strategy is based on the company's mindset, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible.

- **ST strategy**

This strategy is used by using the company's strengths to overcome threats.

- **WO Strategy**

This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.

- **WT Strategy**

This strategy is based on activities that are defensive in nature and seeks to minimize existing weaknesses and avoid threats.

Conceptual Framework

The tight competition in the seafood business today, so every company is expected to have the ability to compete, so that companies can build a competitive advantage it is very necessary by the existence of a marine product development strategy. So that one way to determine a strategy for developing a seafood business in order to build a competitive advantage is a SWOT analysis, according to Rangkuti (2015: 20) that the SWOT analysis compares external factors (opportunities and threats) with internal factors (strengths and weaknesses).

In determining a strategy for developing a seafood business, in order to build a competitive advantage, it is very necessary to have a strategy determination process, namely the strategic planning stage, strategy formulation and strategy formulation. So that in making strategic planning, the SWOT matrix and the space matrix are used, then the strategy formulation is carried out using the TOWS matrix and the IE matrix. Then to be able to determine the strategy that will be used by the company in the development of marine business in order to be able to build a competitive advantage, it is necessary to have a QSPM analysis. QSPM is an analytical tool used to decide which strategy to use based on the attractiveness of existing alternative strategies. Based on the description above, a framework of thought in this study will be presented which can be seen in Figure 1, namely:

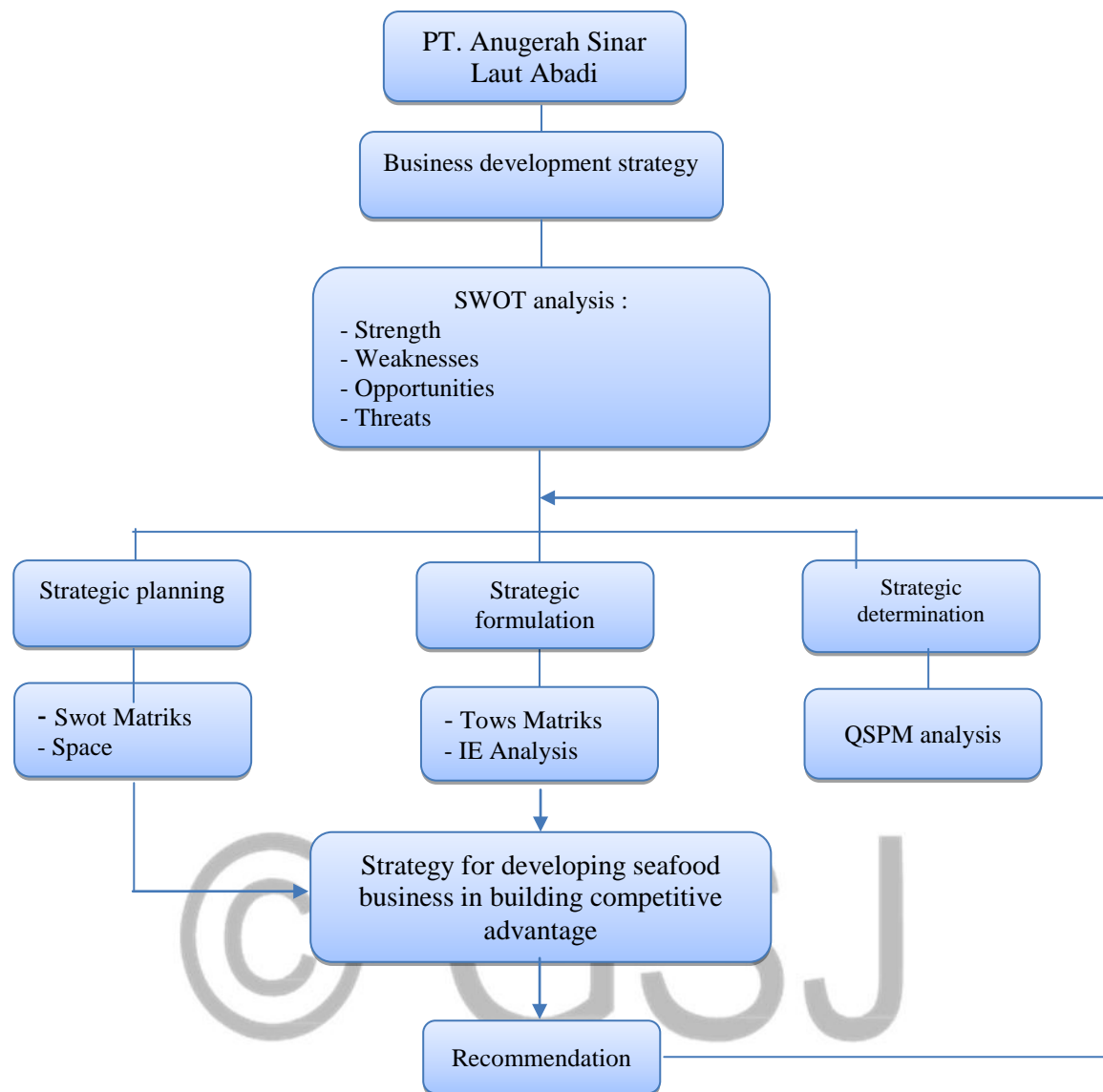


Figure 1
 Framework

RESEARCH METHODS

Research Design, Location and Time

The type of research used in this research is a qualitative research type with a descriptive approach. In qualitative research, data collection is carried out under natural conditions, primary data sources, and data collection techniques are mostly on instrumental observation, as well as in-depth interviews. The selection of qualitative methods to determine the strategy of developing marine products by PT Anugerah Sinar Laut Abadi Jambi City in building a competitive advantage. This research was conducted at PT Anugerah Sinar Laut Abadi, Jambi City, which is a company engaged in the marine product business in Jambi City. Research activities were carried out from March to May 2021

Population and Sample

The population in this study is the administration and finance department, including managers, totaling 7 people. Sampling technique using a saturated sample is a sampling technique if the existing population can be used as the total number of samples in this study.

Method of collecting data

Data collection methods can be done through observation, namely direct observation, interviews or questions and answers, document review and distributing questionnaires or lists of questions to respondents who are the research sample.

Data analysis method

The data analysis technique uses SWOT analysis, SWOT matrix, Internal Factor Evaluation Matrix (IFE Matrix), External Factor Evaluation Matrix (EFE Matrix), Competitive Profit Matrix (CPM), QSPM Matrix and Strategy Position Evaluation Analysis (*SPACE Matrix*).

EMPIRICAL RESULTS

Based on the results of the IFAS analysis (strengths, weaknesses) and EFAS analysis (opportunities, threats) in the management of the marine products business unit at PT. Anugerah Sinar Laut Abadi in Jambi City. Where in this study the emphasis is on the seaweed business, because the type of seaweed commodity is the biggest contribution in increasing the company's seafood business income. Thus, the determination of *the internal strategy factor matrix* and *the external strategy factor matrix* will be carried out, through weighting and assessment as input for the formulation of business development strategies in building competitive advantage.

1. Weighting and Assessment of Internal Strategy Factors in the Determination Stage of Seaweed Business Development Strategy in Building competitive advantage

After processing the respondent's answer data, both seen from the assessment of the condition of IFAS and EFAS as well as from the urgency of handling, the weighting and assessment of internal strategic factors will be carried out in the formulation of business development strategies in building competitive advantage, then based on the steps in determining the assessment matrix and weighting in the strategic formulation is shown in table 1, namely:

Table 1
Internal Strategy Matrix in SWOT Analysis at PT. Anugerah Sinar Laut Abadi
In Jambi City

Factors Internal Strategy	Weight	Rating	Weight X rating
A. Strengths			
1. Quality seaweed	0.111	3.20	0.354
2. Having skilled human resources	0.114	3.40	0.387
3. Competitive selling price of seaweed	0.089	3.50	0.312
4. Having a strategic office location	0.092	3.10	0.286
5. Have a reputation in the eyes of the company customer	0.105	3.30	0.345
6. Have a large capital	0.111	3.30	0.366
B. Weaknesses			
1. Lack of promotional activities	0.083	2.10	0.174
2. The transportation fleet is still lacking	0.080	2.20	0.176
3. Lack of machine tools in production seaweed	0.065	3.20	0.207
4. Limited raw materials	0.074	3.10	0.229
5. Late delivery of seaweed to customer location	0.077	2.90	0.223
Total	1.00		3.060

Source: Processed Data, 2021

Based on the matrix, the IFAS score is 3.06, this indicates that the company PT. Anugerah Sinar Laut Abadi Award in Jambi City has a strong internal strength position, the factor that

becomes the biggest strength is having skilled human resources (0.387) followed by having large capital (0.366) and quality seaweed (0.354) .

These strength factors have a positive role that must be utilized by the company as well as possible in running the business it has managed so far. From the IFAS matrix, it can be seen that the biggest weakness factor in this research is the limited raw materials (0.229), this is because seaweed cultivating farmers in Jambi city are having a bit of difficulty in finding seaweed caused by the erratic climate/weather, so that with limited materials raw materials will have an impact on seaweed production activities. While the second biggest weakness is the delay in the delivery of seaweed to the customer's location (0.223), this is due to the lack of transportation fleets, because late delivery will lead to satisfaction with customer service to the company. So it is necessary for the company to enlarge the company's strengths and minimize the company's weaknesses in order to be able to build a competitive advantage in improving the company's marketing performance of PT. Anugerah Sinar Laut Abadi Jambi City.

Then it should be added that comparing the strength score with the weakness score, it is obtained a positive difference of 1.04 (2.05-1.01). This indicates that the company's strength score is greater than the weakness score, so the conclusion drawn in this study is that the company can still overcome weaknesses in the management of its business units.

2. Weighing and assessing external strategic factors in the strategy determination stage business development in building competitive advantage

Based on the steps that have been taken, *an external strategy matrix* can be presented which can be seen in the table as follows:

Table 2
External Strategy Matrix in SWOT Analysis

Factors Internal Strategy	Weight	Rating	x weight rating
A. Opportunities			
1. Consumer needs for seaweed products increase	0.130	3.60	0.468
2. The potential of seaweed export market is high	0.127	3.40	0.431
3. Stable economic conditions	0.120	3.50	0.420
4. People's purchasing power is quite high	0.123	3.60	0.444
5. High customer trust in the company	0.120	3.30	0.396
B. Threats			
1. Strict marketing of seaweed	0.089	2.10	0.187
2. Limited cultivators in production seaweed	0.075	2.20	0.166
3. Uncertain changes in seaweed prices	0.072	3.20	0.230
4. The exchange rate of the rupiah against the dollar fluctuates	0.065	3.10	0.202
5. Strict government regulations related with seaweed	0.079	2.90	0.228
Total	1,000		3,171

Source: Data processed, 2021

Based on the *external strategy matrix* data in the SWOT analysis for determining business development strategies in building competitive advantage at PT. Anugerah Sinar Laut Abadi in Jambi City, it appears that the largest EFAS value in this study was 3,171. It can be seen that the biggest opportunity factor is the increasing consumer demand for seaweed products. So that with the increasing public demand for seaweed products, the company will have no difficulty in marketing seaweed to its consumers. Meanwhile, the score in the second largest IFAS factor is the high purchasing power of the people (0.468), so that with high purchasing power, the company will increase the opportunity to sell seaweed at competitive selling prices.

Then the biggest threat score in this study is the change in the price of erratic seaweed, where the change in the selling price of seaweed is caused by the non-fluctuating purchase price of seaweed set by cultivators so that it has an impact on the cost of production per kg. seaweed and the selling price of seaweed. So it is necessary to increase the company's opportunities in overcoming threats in seaweed marketing.

From the SWOT analysis diagram, by looking at the strength-weakness quadrant value and the opportunity and threat quadrant value at the company PT. Anugerah Sinar Laut Abadi in Jambi City which shows that the company PT. Anugerah Sinar Laut Abadi in Jambi City is in quadrant 1, this indicates that the situation is in a favorable category. Where is PT. Anugerah Sinar Laut Abadi in Jambi City has opportunities and strengths, so it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy. Aggressive strategy is a strategy that supports the company to maximize the strengths and opportunities that exist to move forward and achieve greater success.

DISCUSSION OF RESEARCH RESULTS

The results of the strategy formulation carried out by the company through the TOWS matrix that has been carried out, the SO, ST, WO and WT strategies can be explained as follows:

1) Strategy Strength – Opportunities (SO)

Strength – opportunities strategy in business development in building competitive advantage that must be carried out by PT. Anugerah Sinar Laut Abadi in Jambi City, namely:

- a. Expanding the seaweed marketing network to the regions
Efforts to improve the marketing performance of seaweed, especially at PT. Anugerah Sinar Laut Abadi Award in Jambi City is to expand its marketing network to remote areas in Jambi City. It aims to increase the company's sales turnover and market share, this is done by creating new target markets and customers.
- b. Utilization of skilled human resources
The strategy implemented by the company in order to excel in competing in seaweed marketing is to empower skilled human resources, especially in the management of the seaweed business, so that with the quality of human resources owned by the company, it is expected that PT. Anugerah Sinar Laut Abadi in Jambi City has a competitive power with its competitors.
- c. Improve the company's reputation by building customer trust, so that the business development strategy in building competitive advantage is to increase the company's reputation in order to build customer trust, this can be done by the company by building good relationships with customers, providing satisfactory services in order to build customer loyalty.
- d. Utilizing the capital owned by the company in improving the performance of the business that has been managed so far. With a large enough capital owned by the company, in order to overcome the idle capital, the strategy taken by the company in developing a business in order to be competitive is by investing in the form of transportation fleets and machine tools to support seaweed production capacity.
- e. Increasing the supply of raw materials in seaweed production, in overcoming the shortage of raw materials for seaweed production, the strategy taken by the company is to increase the supply of raw materials, namely by adding raw material suppliers and purchases made by the company not only to seaweed cultivators but also uses suppliers as partners in the procurement of seaweed raw materials. So it is hoped that the company will not experience a shortage of raw materials when producing seaweed.

2) Strategy Strength - Threats (ST strategies)

Strategy Strength – Threats (ST Strategy) used by the company PT. Anugerah Sinar Laut Abadi in Jambi City in business development in building competitive advantage which can be described as follows:

- a. Set a selling price that is slightly lower than competitors.

- The strategy that needs to be carried out by the company PT. Anugerah Sinar Laut Abadi in Jambi City in order to be able to excel in competing, namely by setting a lower selling price than competitors. This is done in order to overcome the intense competition in seaweed marketing that has occurred so far.
- b. Maintaining/improving the quality of seaweed, the strategy that needs to be carried out by the company PT. Anugerah Sinar Laut Abadi in Jambi City is to maintain or improve the quality of seaweed, namely by carrying out *quality control* both the use of raw materials to become finished products that are ready to be sold to customers.
 - c. Improving the competence of human resources through the implementation of education and training. One of the strategies that need to be implemented by the company in improving or maintaining the competence of human resources is to organize training that is in accordance with the needs of employees in handling their work in the form of marketing, production and other activities in business development in order to build a competitive advantage.
 - d. Improving the company's reputation through providing satisfactory service to customers. The strategy to build the company's reputation in business development so that it can excel to compete is to implement the right service strategy, namely by increasing the reliability of employees in resolving customer complaints, employees' willingness to serve customers with polite, friendly ethics, paying attention to customers and not being discriminatory. in addition to providing guarantees to customers with products sold by customers so far.
 - e. Adding a marketing area, a strategy that must be carried out by PT. Anugerah Sinar Laut Abadi Award in Jambi City in marketing seaweed by adding marketing areas, where the addition of marketing areas is expected to increase sales and market share.

3) Strategy *Weakness-Opportunities* (WO strategies)

This strategy is used by PT. Anugerah Sinar Laut Abadi in Jambi City in overcoming what has become a level of weakness possessed by the company through the use of opportunities which can be described as follows:

- a. Carrying out promotional strategies, efforts to improve marketing performance and be able to excel in competition, the strategy taken by the company is to carry out promotions, promotional activities carried out by the company are in addition to using sales promotions in the form of price discounts and in addition to using advertising facilities such as distribution of brochures, social media, namely facebook, whatsapp and instagram.
- b. Addition of a transport fleet. The strategy that needs to be carried out by the company PT. Anugerah Sinar Laut Abadi in Jambi City in business development to build competitive advantage is to add facilities/infrastructure, one of which is to add a transportation fleet, where through the use of transportation facilities/infrastructure it is hoped that it can help companies overcome delays in shipping seaweed at customer locations.
- c. Add machine tools. The strategy in increasing the effectiveness of seaweed production is by using machine tools for production purposes. So adding machine tools is expected to overcome delays in seaweed production.
- d. Adding partners in the procurement of raw materials. The strategy taken by the company so far in overcoming the shortage of raw material stock for production purposes is to increase the number of partners as suppliers of raw materials in the city of Jambi.
- e. Create a delivery schedule. Efforts to increase the effectiveness of shipping seaweed to customer locations, what is done by the company is to make a schedule / schedule for shipping seaweed to customer locations.

4) Strategy *Weakness - Threat* (Strategy WT)

The strategy used by PT. Anugerah Sinar Laut Abadi in Jambi City is to minimize weaknesses and avoid external threats. So that the WT strategy used in this study can be described as follows:

- a. Offer a competitive selling price. The strategy carried out by the company in order to be able to excel in competition is by setting the selling price of seaweed to customers, namely by providing a lower or the same selling price as competitors.
- b. Provide service to customers. The competitive advantage strategy so that it can make customers more loyal is to provide satisfactory service to customers such as the availability of facilities and infrastructure so as to provide convenience for customers, being responsible to customers, being able to serve quickly and accurately, being able to communicate and providing confidentiality guarantees for transactions to customers.
- c. Expanding target markets both nationally and export markets. This strategy is carried out by increasing the target market both nationally and for exports, this is done in order to achieve greater income in the sale of seaweed.
- d. Build partners with other farmers in the supply of raw materials for production purposes. This is done by looking for farmer partners in the Jambi area and outside the Jambi area so that it is expected to increase raw materials in seaweed production, especially at PT. Anugerah Sinar Laut Abadi in Jambi City.
- e. Adding *marketing* personnel in marketing. The strategy that needs to be carried out by PT. Anugerah Sinar Laut Abadi in Jambi City is to add *marketing* staff who are tasked with finding new customers, selling seaweed orders.

Then seen from the results of the analysis in strategy formulation through the space matrix and the IE matrix (internal-external) it can be seen that the company is in an aggressive position which means the company can continue and increase investment in increasing profits in selling seaweed, while the IE matrix shows that the strategy run by the company is a growth strategy. So that in the QSPM matrix, the selection of a strategy that is suitable for use by the company is a market penetration strategy, in the following way:

- a) Determine or increase market share in seaweed marketing by carrying out marketing activities such as carrying out promotional activities, through giving discounts, using advertising facilities such as distributing brochures, other media such as Instagram.
- b) Increase market growth in seaweed marketing.
- c) Increase the number of new customers by providing services that can increase customer loyalty
- d) Adding *marketing* personnel who have the competence to find new customers so that the sales turnover of seaweed can be further increased

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion, several conclusions from the results of the analysis will be presented, namely as follows: The results of the IFAS and EFAS analysis in the swot matrix which show that the biggest role is having skilled human resources and followed by having a large capital aspect used in financing activities the company's operations, while the biggest weakness score is the limited acquisition of raw materials from farmers as a result of the weather/climate and delays in shipping seaweed to customer locations as a result of the transportation fleet which is considered insufficient. Then in the EFAS analysis, the biggest role in the company's opportunities is the increasing need for seaweed and the high purchasing power of the people. Meanwhile, the biggest role is the erratic price changes as a result of relatively changing raw materials and increasing government regulations. From the results of the SWOT matrix analysis, it appears that the strengths and opportunities possessed by the company can still overcome the weaknesses and threats faced today. The results of the analysis of business development strategy planning to build competitive advantage at PT. Anugerah Sinar Laut Abadi in Jambi City in a SWOT analysis, the company is in a favorable situation. Where PT. Anugerah Sinar Laut in Jambi City has opportunities and strengths, so they can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy. Formulation of business development strategy to build competitive advantage at PT. Anugerah Sinar Laut Abadi in Jambi City, the strategy used is aggressive/growth, where in

choosing a strategy, the strategy that is suitable for use by the company is a market penetration strategy. Is a growth strategy in which the company concentrates on expanding market share by intensifying promotions more broadly, selling more to existing customers, attracting new customers for existing products and services.

Therefore, the suggestions that can be given in connection with the results of this study are: It is advisable to increase seaweed sales by carrying out promotional activities, such as: giving discounts, using advertising tools such as distribution of brochures, social media such as Facebook, and Instagram. The need to increase *knowledge* and *cross selling* to marketing personnel is by conducting *training* on seaweed marketing techniques. In business development in building a competitive advantage, the company should invest in fixed assets such as purchasing transportation fleets, equipment and machinery for seaweed production to support the improvement of business performance that has been carried out so far.

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