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ANALYSIS OF CATFISH FARMING BUSINESS DEVELOPMENT STRATEGY IN FISH FARM AGRIBUSINESS KARANG SARI VILLAGE SOUTH LAMPUNG

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Abstract
Indonesia is one of the countries that has abundant resources both from capture fisheries production and aquaculture fisheries. Catfish farming has profitable potential because the demand from the community is very high, while judging from the cultivation technique is relatively simple and quite easy. This research was conducted by analyzing how the catfish farming business development strategy in the Fish Farm Fisheries Agribusiness business of Karang Sari Village, South Lampung. The purpose of this study is to find out the catfish business development strategy in the Fish Farm Fisheries Agribusiness, this analysis method uses a qualitative analysis method using SWOT analysis in SWOT analysis divided into two groups, namely internal factors (IFAS) consisting of strengths and weaknesses and external factors (EFAS) consisting of opportunities and Threat. Based on the Internal Factor Analysis Summary (IFAS), the completeness score of all internal components (Quality and deficiency) is 3.13, while for the External Factor Analysis Summary (EFAS), it is known that from each external factor (Openings and Hazards) is 3.14. The results of the study of the SWOT analysis diagram produced are that the growth strategy is in quadrant 1, then the strategy applied is a growth strategy (Growth).

Keywords: Development Strategy, Catfish, SWOT Analysis, SWOT Matrix

1. Introduction

Indonesia has been known to have natural resources that are very abundant, one of these riches is a large enough fishery resource, especially in terms of diversity of fish species (Sucihati et al., 2021). As one of the agricultural subsectors, fisheries have an important role, especially associated with efforts to improve the quality and quantity of agricultural production, the utilization of fish resources and the environment starting from pre-production, processing production to marketing, which is carried out in a fisheries business system (Law Number 31 of 2004).

Most of Indonesia's territory consists of oceans and waters that are rich in fish potential, even the fisheries sector has become an important part of national development. This sector plays a role in the provision of animal food, the provision of raw materials to encourage agro-industry, to the provision of employment and business, as well as preserving fishery resources and the environment (Dahliana et al., 2023). The high market demand for animal food has become a promising business. One type of fish that is in great demand is catfish, a family mustached fish catfish This is a leading fishery commodity, especially freshwater aquaculture (Freshwater Aquaculture) in Indonesia, and the easiest type to cultivate is dumbo catfish (Clarias gariepinus) (Wathon, 2018). Data released by

the Ministry of Maritime Affairs and Fisheries (MMAF) in 2022 shows that catfish production in Indonesia is 1.06 million tons with a value of IDR 18.93 trillion in 2021. In detail, catfish production derived from aquaculture was 1.03 million tons with a value of Rp17.79 trillion throughout last year. Meanwhile, catfish production from inland public waters (PUD) caught was 34,915.83 tons with a value of Rp1.13 trillion (Dahliana et al., 2023). The data explains that catfish is one of the most developed freshwater fish species due to domestic and international market opportunities, where catfish are exported in the form of fillets, whole, headless, ground and crushed (Gilgutet) and chopped (Surimi) (Rahmadhan, 2023). The high market demand for this raw material with promising benefits makes the community strive to utilize the available land for catfish farming, both with earthen ponds, wall tubs, and tarpaulin ponds.

Lampung Province has good fisheries potential and is one of the centers of aquaculture in Indonesia. In addition to the potential for seawater and brackish cultivation, the potential for freshwater cultivation in Lampung Province is also good to be developed, one of which is in South Lampung district. According to BPS Lampung Province (2020), South Lampung Regency ranks second in aquaculture centers in Indonesia in 2018 (Ubay et al., 2023). In Lampung Province, it has a fairly extensive aquaculture subsector. South Lampung Regency also has a good increase in production marked by the amount of production that always increases every year in 2016-2018. One of the dominating freshwater commodities in Lampung Province is catfish and catfish. Catfish and catfish commodities are also the dominating types of fish in South Lampung Regency, ranking first and second (DKP Lampung Province, 2019).

Based on the survey results on the Fisheries Agribusiness business, Fish Farm is one of the businesses engaged in freshwater fish farming, namely catfish farming business, this business is located in Karang Sari Village, Ketapang District, South Lampung Regency, with expertise in fisheries and is also a graduate of Fisheries Vocational High School, he took the initiative to establish this business. Agribusiness Fisheries Fish Farm currently has as many as 10 catfish ponds and still focuses on catfish production, catfish seed production and feed/pellet suppliers for catfish, tilapia and other types of freshwater fish. Established in January 2021 until now, this aquaculture business is managed by Mr. Jora, who is the owner of the Fish Farm Fisheries Agribusiness.

Identify what problems are strengths, weaknesses, opportunities and threats in catfish business Agribusiness Fisheries Fish Farm Desa Karang Sari South Lampung The author formulates the problem as a direction for the research conducted. The problems raised in this study are: What is the strategy of catfish business development in Agribusiness Fisheries Fish Farm in the research area?

Research Objectives In identifying strengths, weaknesses, opportunities, and threats in the catfish business development strategy of Agribusiness Fisheries Fish Farm Desa Karang Sari South Lampung, the author formulated the objectives of the study, namely: To find out the strategy of catfish business development in Agribusiness Fisheries Fish Farm in the research area.

2. Theoretical Background

2.1 Development Strategy

The word Strategy comes from Latin strategia, which is interpreted as the art of using plans to achieve goals (Solar et al., 2023). In other words, a strategy is a series of outlines of actions taken to achieve a predetermined goal. The implementation of the right strategy is indispensable in various activities, especially in business activities. The selection of the

right strategy followed by organized implementation makes the organization or company will be able to achieve the goals that have been set (Ismail, 2021). According to (Ahmad, 2020) Basically, the strategy of every business includes four problems, which are as follows:

1) Identification and determination of the specification of the results to be achieved, taking into account the aspirations of the community in need
2) Key considerations and approaches that are powerful for achieving goals
3) Consideration of the steps taken from beginning to end
4) Consideration and determination of success benchmarks for the efforts that have been made

An effective marketing strategy, one of which can be seen from the stability of sales levels or will be better if it can increase from year to year in accordance with the quantity / quality of products that can be produced by the company. So the management must make a strategy that is able to take advantage of the various opportunities that exist and try to reduce the impact of existing threats and become an opportunity. (Mega &; Nofita, 2023).

According to (Dunan et al., 2020) : "Business is an activity carried out by a person or group of company people in the form of services or goods to obtain profits". The business world in the era of globalization, good marketing of products and services can take advantage of advances in information technology. Social media is a product of information technology providing optimal benefits for entrepreneurs. With social media, business actors can explain product specifications, quality, and prices so that consumers can freely choose the goods needed according to their abilities (Rosmadi, 2021).

2.2 SWOT Analysis

According to (Dahliana et al., 2023)SWOT analysis has several advantages, which are to help in stimulant examining the four sides of the problem, including its strengths, weaknesses, opportunities, and threats, provide precise analysis results by offering guidance or advice to maintain strengths and increase revenue by maximizing opportunities, minimizing weaknesses, and avoiding risks, and developing it into a powerful tool for conducting strategic analysis so as to identify The kindest course of action.

2.3 The SWOT Matrix

is a theory that can help clearly describe how the adjustment of external opportunities and threats (EFAS) faced can adjust to the internal strengths and weaknesses (IFAS) owned.

2.4 Catfish

Catfish is one type of freshwater fish that is commercially cultivated by the people of Indonesia, especially on the island of Sumatra. Catfish farming is growing rapidly because it can be cultivated using limited resources both for land and water supply, relatively practical technology so that it can be mastered by the community. The nutritional content of catfish is quite high, which is 20% protein which is very good for health, because classified as a fairly low-fat and high-mineral food, catfish has a fat content of only 2 grams, much less than beef which has a fat content of up to 14 grams, not to mention chicken meat which is 25 grams. (Putri & Suhartini, 2024). Basically iCatfish have a very high level of market demand, this is according to data from the Central Statistics Agency in 2015 quoted by (Saragih, Benny Winson Maryanto

Setyowati, Nanik, Prasetyo Nurjanah, 2019), namely in 2011-2015 showed an increase in production of 21.31% per year. Catfish production from national cultivation in 2011 amounted to 337,557 tons and in 2015 increased to 722,623 tons.

Table 1. Catfish production data by District of Lampung Province

District/City	Production Volume (kg)		Production Value (Rp)	
	2019	2020	2019	2020
1. Bandar Lampung City	1.235.000	173.904	22.417.600.000	3.871.080.000
2. Metro City	1.151.407	1.090.879	18.422.512.000	16.363.185.000
3. West Lampung	17.700	6.462	354.000.000	161.550.000
4. South Lampung	8.150.233	8.237.591	130.403.728.000	141.285.914.000
5. Central Lampung	9.789.612	10.908.003	166.485.256.000	174.528.048.000
6. East Lampung	2.160.118	223.749	37.252.452.000	3.452.709.000
7. North Lampung	2.459.870	2.754.345	38.740.345.000	52.332.555.000
8. Mesuji	643.699	609.917	13.517.679.000	12.808.257.000
9. Offering	410.422	514.800	7.474.577.426	7.722.000.000
10. West Coast	69.450	69.450	1.389.000.000	1.389.000.000
11. Pringsewu	2.684.946	5.180.713	40.274.696.000	103.614.260.000
12. Tanggamus	270.070	956.250	4.861.260.000	17.212.500.000
13. Onion Bones	544.209	662.210	8.567.935.000	10.595.360.000
14. Western Onion Bones	1.052.600	1.259.950	16.841.600.000	20.090.250.000
15. Right Way	486.259	641.475	8.266.403.000	10.263.600.000

Source: BPS Lampung Province, 2021

Based on Table 1 above, it shows that in 2020 the largest catfish production in Lampung Province is Central Lampung Regency with a total production of 9,789,612 kg, followed by South Lampung Regency with the second largest production of 8,237,591 kg. Catfish production in South Lampung has increased from 2019 to 2020 by 87,358 kg. Based on these production figures, South Lampung Regency has potential in fisheries, especially catfish commodities.

Table 2. Catfish Production Volume by sub-district

District	Production Volume (tonnes)		Increase in Production (%)
	2019	2020	
1. Natar	121,88	118,56	-2,73
2. Teak Agung	381,59	401,65	5,26
3. Merbau Mataram	77,29	142,92	84,92
4. Tanjung Sari	104,29	98,38	-5,67
5. Cape Star	313,94	347,90	10,82
6. Katibung	166,81	164,21	-1,56
7. Sidomulyo	136,59	134,36	-1,63
8. Way Sulan	18,44	29,90	62,17
9. Candipuro	104,80	150,65	43,75
10. Palas	5.839,44	5.504,72	-5,73
11.Way Pennant	120,29	192,37	59,93
12. Kalianda	158,89	205,35	29,24
13. Mediation	89,69	123,69	37,90

14. Rajabasa	45,66	62,75	37,43
15. Ketapang	223,99	268,96	20,08
16. Sragi	79,19	135,08	70,59
17. Bakauheni	170.40	155,55	-8,71
Sum	8.153,15	8.273,00	

Source: South Lampung Fisheries Service, 2023

Based on Table 2. Ketapang District is one of the sub-districts that conducts catfish farming business. It is known that production from 2019 was 223.99 tons to 268.94 tons in 2020 and ranks 4th with a percentage increase in production of 20.08 percent. The increase in production indicates that Ketapang District has potential in catfish farming business.

2.5 The frame of mind

The flow of thought of researchers who provide an overview of the content of research that gives an overview of the content of the research as a whole and contains processes and steps with various elements and variables so that the research is more focused. The following is a frame of mind on the Fish Farm Fisheries Agribusiness business.

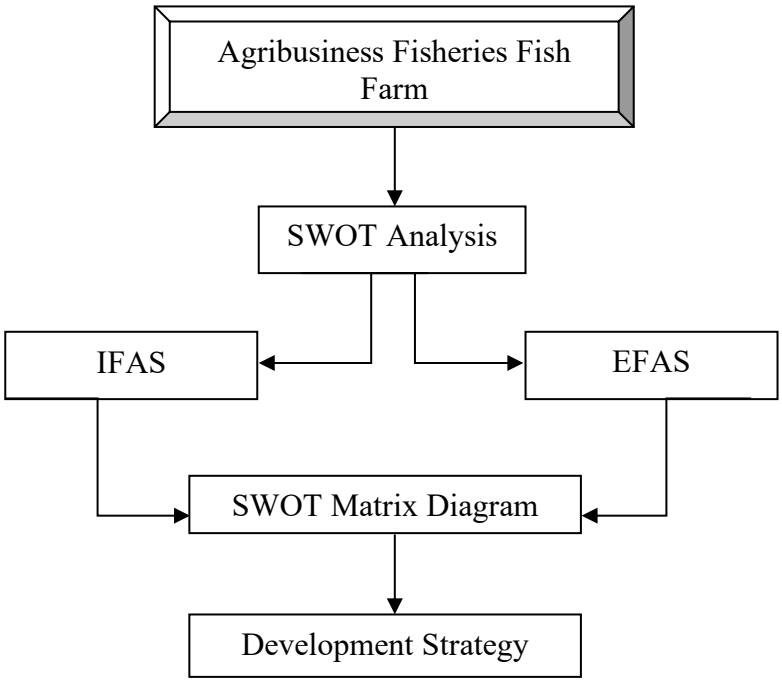

Figure 1. Thinking Framework

3. Methods

Data type What was used in this study was qualitative methods. Qualitative ATA is data in the form of sentences, words or images (Dunan et al., 2020). The primary source in this study is data collected directly by researchers through interviews with research informants, namely fisheries agribusiness owners Fish Farm who works as a cultivator.

Data collection techniques (Suharsimi Arikunto, 2015) argues that "research methods are the various ways that researchers use in collecting their research data". In this study researchers used data collection techniques through interviews, observation and documentation.

Data analysis techniques Basically, data analysis is a process of simplifying data to make it easier to read and present, existing data will be analyzed into a simpler form to further seek the broader meaning and implications of the research results. In this study, the analysis technique used was the SWOT analysis technique (Sasmoko, 2005). Analysis techniques use matrices to explain the development strategy of the Company or agency.

4. Results and Discussion

To obtain data on internal factors and external factors of catfish farming business in Agribusiness, Fish Farm conducts by observation at the location and conducts interviews with Fish Farm Agribusiness owners. This study uses SWOT analysis to process data. Internal and External component table analysis.

In SWOT analysis is divided into two groups, namely internal factors (IFAS) consisting of strengths and weaknesses and external factors (EFAS) consisting of opportunities and threats. These factors are identified in the planning strategy used as the basis for determining the improvements needed in future development. Strategy analysis is carried out by SWOT analysis with IFAS and EFAS tools. In evaluating internal factors that will affect the development of catfish farming business in Perikaan Fish Farm Agribusiness, identification of internal and external strategic factors is carried out.

Table 3. (IFAS) Internal Factor Analysis Summary

Elements of Internal Strategy	Weight	Rating	Score Value
Strength (S)			
1. Quality products produced	0,14	4	0,56
2. Controlled aquaculture waste control	0,10	3	0,30
3. Quality seeds	0,14	4	0,56
4. Promotions used effectively	0,14	4	0,56
5. Using family labour	0,14	4	0,56
Sub Total	0,66	19	2,54
Weakness (W)			
1. The availability of water supply is still constrained	0,07	2	0,14
	0,07	2	0,14
2. Cultivation is not easy	0,07	2	0,14
3. Capital is often lacking/constrained	0,07	2	0,14
4. Stage of developing a business	0,03	1	0,03
5. There is no related government support			
Sub Total	0,35	9	0,59
Total	1,00	28	3,13

Source: Data Processed in 2024

Based on the calculations in Table 3. Internal Factor Analysis Summary (IFAS) above, it is known that the strength factor has a total score of 2.54 while weakness has a total score of 0.59. With respect to the complete score of all components in (quality and deficiency) is 3.13 as in (IFAS), then these important elements will also be recognized, the results of which are in table 4. Summary of the External Factor Analysis (EFAS) below:

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Table 4. (EFAS) External Factor Analysis Summary

Elements of External Strategy	Weight	Rating	Score Value
Opportunity (O)			
1. Relatively affordable price	0,14	4	0,56
2. Have many loyal customers	0,10	3	0,30
3. High customer demand	0,10	3	0,30
4. Strategic location	0,14	4	0,56
5. Public interest is very high	0,14	4	0,56
Sub Total	0,62	18	2,28
Threats (T)			
1. Natural feed is hard to come by	0,07	2	0,14
2. Catfish diseases	0,07	2	0,14
3. Competition with other entrepreneurs	0,07	2	0,14
4. Erratic weather	0,10	3	0,30
5. The presence of catfish cannibals	0,07	2	0,14
Sub Total	0,38	10	0,86
Total	1,00	28	3,14

Source: Data Processed in 2024

Based on the estimates in Table 4. External Factor Analysis Summary (EFAS) above, it is known that the Opportunity factor has a total score value of 2.28 and Threats has a score of 0.86 and the all-out estimate of each outside factor (openings and hazards) is 3.14. As for the complete score of each factor, it can be point by point, Strength: 2.54, Weakness: 0.59, Chance: 2.28 and Threat: 0.86. While the absolute value for the inner variable (quality and deficiency) is: 3.13 and the outer element (openings and hazards) is 3.14.

The next step after analyzing internal factors that include strengths and weaknesses (IFAS) and external factors that include opportunities and threats is to make a SWOT analysis diagram so that it appears in the figure below:

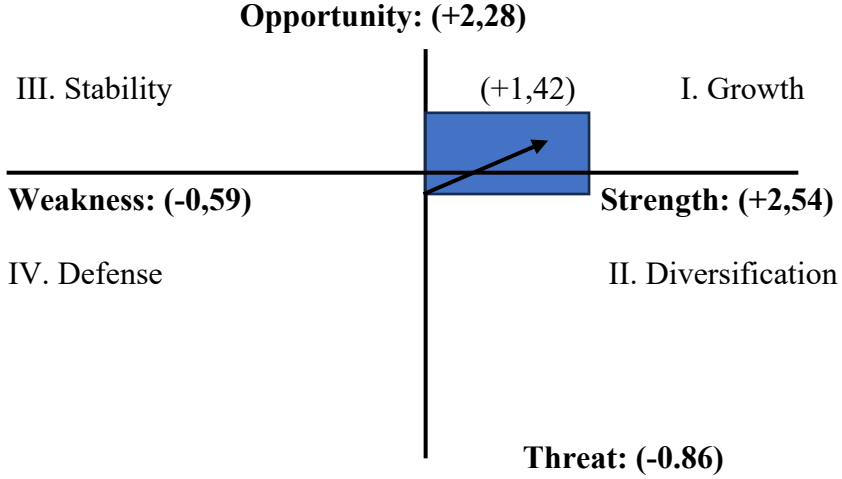

Figure 2. SWOT Analysis Diagram of Fisheries Agribusiness Fish Farm

Based on the SWOT analysis diagram image above, the catfish farming business "Agribusiness Fisheries Fish Farm" is in the Growth development strategy, so in this study the right strategy is a growth-oriented strategy.

In quadrant 1 position will be very profitable for the Fish Farm Fisheries Agribusiness business because in this position it is free and has strength so that it can maximize

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opportunities and strengths in minimizing the threat. By using the growth strategy of Fisheries Agribusiness, Fish Farm can expand its business through product innovation, market expansion and new product launches.

Table 5. SWOT Matrix Strategy in Fish Farm Fisheries Agribusiness Business

IFAS / **EFAS**	**Strength (S)**	**Weakness (W)**
	1. Products produced quality. 2. Waste control Cultivation can be Controlled. 3. Seeds used quality. 4. Promotions used effective. 5. Using power family work.	1. Availability of water supply which is still constrained. 2. Cultivation is not easy 3. Capital often. less/constrained. 4. Stage of developing effort. 5. No support Relevant governments.
Opportunity (O)	**Strategy (SO)**	**Strategy (WO)**
1. The price is relatively affordable. 2. Has a lot loyal consumers. 3. Customer request tall. 4. Strategic location 5. Public interest is very Tall.	1. Maintain The quality of seedlings and The quality of the harvest is in production in order to be able to Meet the demand user. 2. Maintain Consumer Confidence and consumer satisfaction. 3. Maintain waste control. in order for product quality awake so that high demand. 4. Maintain Past promotions effective.	1. Quality management Water supply in weather erratic. 2. Improve cultivation skills. 3. Utilize agencies Government in Giving recommendations loan application Derived business capital from social services or cooperation. 4. Manage management finance to be more Effective Use Minimize Disadvantages of Sources capital.
Threat (T)	**Strategy (ST)**	**Strategy (WT)**
1. Natural feed that sometimes It's still hard to come by.	1. Maintain Product quality in	1. Work with Consumer Use Getting Consumers

2. Diseases of catfish. 3. Competition with other entrepreneurs. 4. Influence of the weather Uncertain. 5. The presence of cannibals in fish catfish.	Situations and Conditions anything can be One solution for facing the existence of new competitors. 2. Keep giving prices Best to consumers with fixed consider price fluctuations Sales. 3. Making Alternative Feed Natural feed substitute 4. Provide Feed Suitable quality Nutritional needs of fish catfish.	fixed, in order to avoid New competitors and competitors price. 2. Improve facilities and More effective infrastructure and efficient.

Source: Data Processed in 2024

5. Conclusion

In SWOT analysis is divided into two groups, namely internal factors consisting of strengths and weaknesses and external factors consisting of opportunities and threats. These factors are identified in the planning strategy used as the basis for determining the improvements needed in future development. In evaluating internal factors that will affect the development of catfish farming business in Fish Farm Fisheries Agribusiness, identification of internal and external strategy factors is carried out:

1) Based on the calculations in Table 4.1 of the Internal Factor Analysis Summary above, it is known that the strength factor has a total score of 2.54 while weakness has a total score of 0.59.
2) Based on the estimates in table 4.2 of the External Factor Analysis Summary above, it is known that the Opportunity factor has a total score value of 2.28 and Threats has a value score of 0.86 and the all-out estimate of each external factor is 3.14.
3) In the SWOT analysis diagram on the internal and external aspects of the data in the IFAS and EFAS tables. From the available data shows a score difference of 1.95 when comparing aspects of strength (Strength) and weakness (Weakness). In addition, the difference in scores on opportunity and threat is 1.42. In this case, the development strategy in the catfish farming business Agribusiness Fisheries Fish Farm obtained a Growth strategy, where the business must maximize the strengths and opportunities that exist to continue to progress and achieve greater success.

Suggestion:

1) Aquaculture business owners of Fish Farm Agribusiness must seek support from the relevant government. With the aim to facilitate in obtaining services such as getting counselling, introduction of new technology for cultivation.

2) Need to carry out expansion actions to make a profit. An important corrective action is the application of financial management by doing good bookkeeping.
3) Owners must do financial management a solid understanding of finance and financial management is key to overcoming capital shortfalls. Learn how to manage the flow of funds, monitor and identify opportunities to reduce costs. Maintaining the quality of seeds and products in any situation or condition can be one solution to face new competitors

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