JRSSEM 2023, Vol. 02, No. 8, 1818 – 1834
E-ISSN: 2807 - 6311, P-ISSN: 2807 - 6494

INDONESIAN FISH POLICY DEVELOPMENT AND MARKETING STRATEGY IN THE CONTEXT OF UTILIZING MARKET POTENTIAL

Yohanes Ngamal [1]
Eka Setiawati [2]
[1] *STIE Saint Theresa Merauke, Indonesia*
*e-mail: yohanesngamal@gmail.com, ekasetiawati@gmail.com
*Correspondence: yohanesngamal@gmail.com

Submitted: February 26th 2023, *Revised*: March 13th 2023, *Accepted*: March 25th 2023

Abstract: The sea is an important part and is a natural resource that drives economic growth. Apart from that, the sea is also an asset for Indonesia. Currently the Indonesian government is fully concentrating on maritime development and wishes to become the world's maritime axis. However, it should be realized that maritime development issues are not as easy as one might think. Various complicated problems that arise from the internal and external environment are obstacles and must be resolved first. To solve this problem the government needs to build a maritime management system, so that the sea is no longer just a name or symbol for Indonesia as a maritime country but also as one of the economic sectors that present products or services where the results can encourage people's welfare

Keywords: Market Potential; Competence; Competitive; infrastructure; technology.

INTRODUCTION

In the current era of globalization where the trading system has penetrated the walls between countries, it causes competition between products in an increasingly tight market. The quality of a product determines the product that is produced to get a place in the hearts of consumers.

Now it is the market that drives the company's products where the consumer is in a strong position. For this reason, every producer is obliged to create superior products and offer these products to consumers. If you look at the many brands on the market, the quality of a product can provide credibility and become a clear differentiator for the product. With its quality and brand mix, it is believed that a product has strong bargaining power in the market to entice consumers to buy the product or service it offers. In this position, the quality of a product is very dependent on the quality of human beings, infrastructure, capital raw materials, and marketing strategies.

Indonesia has very potential marine products, as a country consisting of 75 percent sea and 25 percent land should be the biggest contributor to the labour sector. However, the fisheries sub-sector only contributes to the agricultural sector by approximately 4%.

Based on the processing results of the National Socio-Economic Survey (Central Bureau of Statistics, 2022), in 2021 the expenditure allocation for fish, shrimp, squid or shellfish commodities will average IDR 51,514.00 per capita per month. Households with a monthly expenditure group of less than IDR 150,000.00 consume this commodity group in the amount of IDR 12,765.00 per capita per month (15.48 percent of total expenditure on food). Meanwhile, for households with a higher expenditure group (Rp. 150,000.00 or more per capita per month), the expenditure allocation for the commodity group of fish, shrimp, squid, or shellfish per capita per month ranges from 6 to around 8 percent.

In terms of the trade balance, during the first quarter of 2022, the production of the marine and fisheries sector brought satisfactory results. The trade balance in the fisheries sector was a surplus of USD 1.39 billion. An increase of 21.78 percent when compared to the same period the previous year (Ministry of Maritime Affairs and Fisheries, 2022). On the other hand, food security can be seen globally through the Global Food Security Index. This index measures food security from the dimensions of affordability, availability, quality, and safety, as well as the sustainability of natural resources. Indonesia's position in the 2021 Global Food Security Index has dropped from 62nd to 69th out of 113 countries. In 2020, Indonesia's Index score was 61.4 and then fell 2.2 points to 59.2 in the following year (2021). In the Affordability Dimension and Availability Dimension, Indonesia's score is quite good, namely 74.9 and 63.7. On the other hand, the score for the Quality and Safety Dimensions was only 48.5 points. Likewise, the score for the Natural Resources Sustainability Dimension is 33 points. Indonesia's Global Food Security Index is relatively lower among neighboring countries such as Singapore, Malaysia, the Philippines, and Thailand.

Fishery production in Indonesia does not only come from capture fisheries but also from aquaculture production. Capture fisheries can be divided into two groups, namely marine fisheries and inland open water fisheries. Meanwhile, aquaculture is divided into quite different details. There are marine culture, seaweed culture, floating net culture, other marine culture, brackishwater ponds, freshwater ponds, cages, fresh floating nets (floating cage net), bargain fishing nets (pen culture), and mina padi (rice fish). Aquaculture continues to be developed, in line with efforts to optimally and sustainably use capture fisheries at sea. There is a direct transformation in the 2020-2024 aquaculture development policies and programs. This transformation is in the form of a paradigm shift in the development of aquaculture from increasing production to being oriented toward "Sustainable Aquaculture Fishery Resource Management".

LITERATURE REVIEW

Definition of Strategy and Strategic Management

The notion of strategy comes from the Greek, derived from the word strategies which means general. The general is interpreted as a leader who directs the troops to be able to win the battle.

Strategic Management has various meanings, including William F Glueck and Lawrence Jauch defines it as a unified, broad, and integrated plan that links the advantages of the company's strategy with environmental challenges and is designed to ensure that the main goals of the company can be achieved through proper implementation by the organization (Saladin, 2003).

Meanwhile, Gregory G Dees and Alex Miller define strategic management as a process of combining three activities, namely strategy analysis, strategy formulation, and strategy implementation. By looking at the two definitions above, strategic management is interpreted as an activity to choose the best method used by the company in dealing with various environmental threats to achieve company goals.

Definition of Marketing

Marketing is a management activity to meet the needs of individuals or groups to obtain the goods or services they need, through the process of offering and exchanging products that have value to other parties. Meanwhile, according to experts the definition of marketing is

1. Kotler

Marketing is a social process of individuals and groups getting what they need and want through creating, offering, and exchanging products of value with others (Kotler et al., 2016).

2. Boyd, Walker, Larreche (2000: 4)

Marketing is a social process that involves important activities that enable individuals and companies to obtain what they need and want through exchanges with other parties to develop exchange relationships.

Meanwhile, marketing management is an attempt to plan, organize, direct, coordinate, and supervise or control marketing activities to achieve the goals of an organization so that the process of delivering goods and services is achieved efficiently and effectively. Marketing

management has the function of analyzing the marketing environment, obtaining opportunities to seize the market, and finding out how big the threats that must be faced.

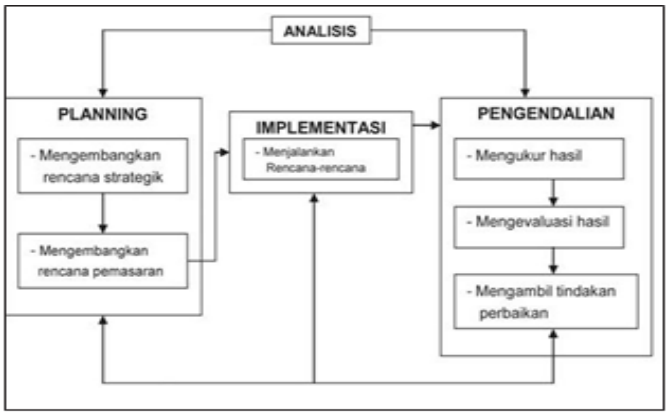

Figure 1. Marketing Management Function (Kotler et al., 2016)

Marketing Mix According to Kotler

A marketing mix is a set of marketing tools that the company uses to achieve its marketing objectives in the target market. From these definitions, we can conclude that the elements of the marketing mix are tools that can be controlled by the company to meet target market. Therefore, companies must try to form and combine these elements to achieve the desired goals.

Elements in the Marketing Mix

Mc. Carthy classifies the marketing mix tools into four groups called the four P's in marketing: Price, Place, Promotion, and Product.

The Five Forces Model of Industry Competition by Michael Porter

(Argyres & McGahan, 2002), a professor of strategic management from Harvard University stated, five forces affect competition in the industry, namely:

• Threats from new entrants (threat of new entrants). Often newcomers have large amounts of resources and the ability to strong women to gain market share.

• Threat of substitute products (threat of substitute products). Threat Price offered. the substitute product is cheaper/inferior, and the quality and performance capability of the substitute product exceeds the previous product.

• Bargaining power of suppliers (bargaining power of suppliers). Suppliers are serious threat to companies, if, manufacturers open marketing units.

• Bargaining power of buyers, where buyers prefer to buy products at the lowest possible price.

• Competitive rivalry among industry members (rivalry among competitive firms), where companies actively compete with one another for market share achieve strategic competitiveness and high profits.

Definition of Coastal Areas

Indonesia is a country in the world that has a very wide sea area, covering it (Supriharyono, 2007). The continental shelf control all the natural wealth found in the sea up to a depth of 200 meters, sea boundaries as far as 12 miles, and the exclusive economic zone sea (EEZ) as far as 200 miles from the coastline. Meanwhile, the coastal area is defined as the meeting area between land and sea, covering both land and water, having characteristics of water seeping from the sea. The environment of the coastal area has rivers that empty into the sea. Changes like the river that may occur due to human activities, both those occurring in the upstream and downstream areas, will affect the soul of the coastal area concerned.

If viewed from its function, coastal ecosystems have 4 main functions for

human life, namely: (a) as a provider of life support services, (b) as a provider of comfort (aesthetic) services, (c) as a provider of natural resources, and (d) as an absorber or receiver of waste. As a supporter of the existence of human life, coastal areas provide life-supporting services such as fresh air, clean water, and also space for various human activities. As a provider of convenience services, coastal areas provide various ecosystems and all. As a provider of natural resources, coastal areas are ecosystems that are very rich in natural resources, both recoverable and not, which are essentially required for the fulfillment of human life. Likewise, as waste recipients, almost all waste produced by humans on land accumulates in coastal areas (Ortolano, 1984)

MATERIALS AND METHODS

Technical Analysis

To analyze the results of this study the authors used a SWOT analysis, namely (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is a method of developing organizational strategy. If translated into Indonesian, Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) are strengths, weaknesses, opportunities, and threats or constraints. Swot analysis systematically could identify external factors (O and T) and factors within the company (S and W).

According to Pearce and Robinson, a SWOT analysis is needed to analyze the internal resources and the external situation of the company. A good match will maximize the company's strengths and opportunities and minimize its weaknesses and threats, aiming to succeed in the company's strategic goals (Pearce, 2008)

Meanwhile, (Thompson. John L., 2008) interprets SWOT analysis as a very powerful tool to enlarge capabilities and find out inefficiencies in company resources, market opportunities and external threats for a better future.

Potential in carrying out the planned business. In addition to internal resources, the external factors that will be faced, namely, the existing opportunities or opportunities need attention, whether there will be threats or obstacles that are expected to arise and affect the business being carried out.

After collecting the various external and internal factors, the following steps are to consolidate the strategy namely:

Strength-Opportunity Strategy (S and O)

The combination of S and O capitalizes on the strengths of the opportunities that have been identified. For example, if a company has strengths in the field of technology, then these strengths can be used to support product quality so that the results can reach the target market segment, where the segment has been identified in the opportunity analysis.

Weakness-Opportunity Strategy (W and O)

The company has weaknesses in certain areas but on the other hand, the company has opportunities to be exploited. For this reason, companies or organizations need to make certain strategies to strengthen these weaknesses to take advantage of opportunities. For example, a company has weaknesses in technology or infrastructure, so it needs to overcome these weaknesses to take advantage of

opportunities.

Weakness-Opportunity Strategy (W and O)

The company has weaknesses in certain areas but on the other hand, the company has opportunities to be exploited. For this reason, companies or organizations need to make certain strategies to strengthen these weaknesses so that they can take advantage of other people. For example, a company has weaknesses in technology or infrastructure, so it needs to overcome these weaknesses to take advantage of opportunities.

Strength-Threat Strategy (S or T)

This strategy is primarily aimed at overcoming threats by leveraging the strengths of the company. For example, the threat of a price war.

Weakness-Threat Strategy (W and T)

If an organization faces threats and when the organization has internal weaknesses, the strategy used to overcome these problems is through using resources or diverting the business to other businesses that have better business opportunities. Many strategies we can use, namely, cooperate with stronger companies, or make breakthroughs to find out the situation to be faced with the right strategy.

RESULTS AND DISCUSSION

ENVIRONMENTAL IDENTIFICATION

1. Internal Environment

Indonesia is the largest archipelagic country in the world with approximately 17,508 islands and a coastline of around 81,791 km. The length of these shallow waters allows for a high diversity of species of organisms that inhabit them. The total area of Indonesia is 7.9 million km² consisting of 1.8 million km² of area.

land and 3.2 million km² of territorial sea area and 2.9 million km² of sea waters of the Exclusive Economic Zone (EEZ).

As an island nation, Indonesia has the advantage of marine commodities with biodiversity, both in the land area of the seafront and in the water and sea in the coastal areas. The Indonesian Ocean contains various types of tuna, various types of tuna, various types of snapper, and schoolmaster Indian Threadfish (Alectis indicus) Indonesian terms: Kuwe Rambe, Lowang, Jebus The characteristics of Kuwe Rambe, silver in color, Bornito Atlantic, Mackerel, Tenggiri, Shrimp, Crab, Squid Etc

This extraordinary diversity includes estuaries, coastal or mangrove forests, seagrass beds, and coral reefs which are the main support for the life and breeding of fish. Primary productivity in coastal waters can reach more than 10,000 gr C/m2/year. This value is very high or much higher compared to the productivity of waters in the shallow sea, which is around 100 gr C/m2/year, or waters in the deep sea, which is only around 50 gr C/m2/year (Mangalla, 2021).

The coastal area is included in the ecotone zone because it is an area of interaction between two different ecosystems, namely land and sea ecosystems. The biotic and abiotic components in these two ecosystems form a coastal ecotone zone that interacts and influence each other to form the unique characteristics of the coastal area. The rapid modification of the coastal environment, and loss and damage to the biodiversity of coastal ecosystems including mangroves, lagoons, swamps, and coral reefs is a

matter that deserves serious attention (Haryana, 2002).

Apart from the sea, the freshwater area also contains various types of fish such as Gurame Fish, which are the most popular freshwater fish species for consumption. Arowana, botia, and betta fish are types of freshwater ornamental fish from Indonesia that are favorites abroad. Arowana fish and botia are two types of fish native to Indonesia. There are three types of Arowana fish, namely: (1) Arowana jardini from Papua, (2) Arowana super-red and green from Kalimantan, and (3) Arowana golden-red from Sumatra, Riau, Jambi, and Kalimantan. The largest ornamental fish export development centers in Indonesia are in West Java and Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi). Apart from that, sub-Raisers have also been built in Blitar, East Java, and Yogyakarta for the development and increase of ornamental fish production.

On the other hand, Indonesia still has weaknesses, especially the results of catching and managing marine products which are still dominated by traditional fishermen and minimal technology. In addition, the number of ships and other supporting infrastructure is still very limited. This causes delays in the distribution of marine products from one area to another, reducing the freshness of seafood commodities, both fish and other marine products.

In addition, the weakness currently faced by the government is the damage to coral reefs caused by mining activities in several areas such as the fringing reefs in Buyat-Ratototok Regency, North Sulawesi, caused by the disposal of undersea tailings from small-scale gold mining that uses mercury incorporation. Damage to coral reefs also occurred in the waters of Bangka Island due to the incessant sea mining.

Coral reefs are a breeding ground for marine biota so their presence is very beneficial for fishermen. It may take up to 50 years to repair and wait for coral reefs to grow back.

In July 2013, the environmental organization Greenpeace highlighted the process of disposing of tailings by Freeport McMoran in Timika, West Papua, which amounts to 230,000 tons of tailings per day into the Otomina and Aikwa Rivers, then flowing into the Arafura Sea. If added up, the tailings disposed of by the company approximately amounted to more than three billion tonnes of tailings. With this amount, Greenpeace estimates that Indonesia's very rich marine ecosystem is under threat of extraordinary damage.

In East Java 80 professional divers from the East Java, All Indonesian Diving Sports Association (POSSI) carried out their action in the waters of the White Sand Beach of Situbondo, East Java, Saturday (12/11/2022). They carry out transplantation and adoption of damaged coral reefs in the coastal area. It was recorded that there were 7,700 coral reefs adopted in this activity.

2. External Environment Analysis

In addition to the internal environment above, external factors are also factors that can affect the quality and quantity of marine fishery products. The external factors are:

a). Legal Aspects

a. Understanding of Minister of Agriculture No. 392/Kpts/ IK.120/4/1999 concerning

Fishing Routes is still not uniform

b. There are conflicts over the use of water space and physical clashes between sedentary and active-passive fishing gear

c. Illegal unreported and unregulated fishing is rife d The licensing system is bureaucratic and inefficient and tends to make it difficult for fishermen to various charges.

e Weak law enforcement. Weak law enforcement, especially the ability and number of law enforcement officers, operational costs, and operational facilities. To carry out law enforcement, thousands of Navy officers who can carry out investigative and investigative duties are needed. As a result, many cases of violations still cannot be handled.

f. The deployment of law enforcers in the outer boundary areas is still limited, especially in the eastern region of Indonesia which has a lot of potential marine superior commodities.

g Government Protection through Law No.5/1983, provides opportunities for national and foreign private sectors to participate in working on the wealth of the Sea. With the law, it is hoped that fish production will increase.

b). Aspects related to marine resources

1. Infrastructure Aspect

The number of supporting infrastructures such as cold storage, post-harvest, and transport ships, is still very limited.

2. Cultural Aspect

Lack of public understanding of the benefits derived from the marine business. This is due to the habits of the people who for hundreds of years worked and earned income from agriculture.

c). Aspects of Human Resources

1. Aquaculture cultivation is not optimal due to inefficient management and utilization of aquaculture land due to the ability to use technology

2. The quality of human resources (HR) is low

d). Capital Limitation Aspect

The capital constraints faced by fishermen in the country are quite complicated problems that must be faced by this country, especially regarding capital which is not yet conducive to investment in the fishing business. The constraints are as follows.

a. There is no bank trust in fishermen's small businesses.

b. Administrative requirements / procedures for submitting complex and bureaucratic financing proposals, and uneven information about banking services.

c. While the last obstacle is the limited range of services from bank financial institutions to meeting the capital needs of small-scale fishermen.

e). Policy Aspects

a. government that prohibits foreign vessels from fishing in Indonesian waters has encouraged an increase in the production of fishing boats. For example, there has been an increase in ship production in Indramayu

b. In addition to the policies implemented by the Minister.

f). Policy Aspects

Aspects of government policy that changed in the era of the Minister of

Sushi which prohibited foreign vessels from fishing in Indonesian waters led to an increase in the production of fishing boats. For example, there has been an increase in ship production in Indramayu In addition to the policies implemented by the Minister

Sea sinking fishing vessels originating from other countries can encourage an increase in fish exports. Then in the next Ministerial era, the opportunity was applied for foreign ships to be allowed to operate through permits to use foreign ships.

g). Marketing Aspect

a Product

1. Dried fish has good prospects in international markets. Types of dried salted fish such as cork, Kendra, seat, and replacing are quite in demand.
2. Shrimps are very popular with foreign and domestic consumers because they taste delicious and contain very high nutrition (90% protein in shrimp meat)
3. Fish

Cumulatively for the period January - June 2021, the export value of fishery products reached USD 2.6 billion, up 7.3% compared to the same period in 2020 with a trade balance surplus of USD 2.3 billion, up 6.4% compared to the same period the previous year. Meanwhile, until the end of this year, the export value of fishery products is targeted at USD 6.05 billion. So that this June, 43 percent of this year's target has been achieved," explained Machmud. Machmud said that the export value of fishery products in June 2021 reached USD 464.2 million, an increase of 24.3% compared to May 2021. This figure also increased by 17.7%. compared to the same period the previous year.

"This shows that the marine and fisheries sector can become an economic lever as well as an opportunity during a pandemic," he continued.

b. Price

Price list for 1 kg tuna for 2022 Types of Tuna Price of Tuna 1 Kg, Price of Fresh Tuna 1 kg. IDR 85,000, Yellowfin tuna price 1 kg. IDR 110,000, Bluefin tuna price 1 kg. IDR 95,000, tuna fish fillet price 100gr. IDR 29,900, Price of Tuna Steak 100gr. IDR 12,900, tuna fish can price 170gr. IDR 17,000.

Types of Fish Fillets and Latest Weight Fish Fillet Dory 1 Pack IDR 22,500, Atlantic Salmon Fillet 100 Gram IDR 38,000, Norwegian Salmon Fillet 100 Gram IDR 27,500, Whole Salmon Fillet 1.5 Kg IDR 325,000, Smoked Salmon Fillet 1.5 Kg IDR 540,000, Salmon Fillet Send 100 Gram IDR 52,000, Stingray Fillet 800 Gram IDR 59,000, Japanese Pomfret Fillet (Marucoban) 1.5 Kg IDR 150,000, Pocket Tuna Fillet 600 Gram IDR 210,000, Super Quality Tuna Fillet 100 Gram IDR 7,995, Tuna Fillet Parcel 1 Kg IDR 80,000, Tilapia Fillet 400 Gram IDR 110,000, Tawasang Fillet Fish 1 Kg IDR 84,000, Cucut Fish Fillet 1 Kg IDR 42,000, Baramudi Fish Fillet 1 Kg IDR 162,000, Gindara Fish Fillet Skin Out 1.5 Kg IDR 98,000, Fish Fillet Gindara Skin Less 1.5 Kg IDR 110,000

You can see the latest vannamei shrimp prices in the following table:

Vaname Shrimp Size Price Range Vaname Shrimp Size 20 IDR 110,000 – IDR 120,000 per kg, Vaname Shrimp Size 30 IDR 50,000 – IDR 57,500 per kg, Vaname Shrimp Size 40 IDR 80,000 – IDR 90,000 per kg, Vaname Shrimp Size 50 IDR 70,000 – IDR 80,000 per kg Vaname Shrimp Size 60 IDR 75,000 – IDR 80,000 per kg, Vaname Shrimp Size 70 IDR 65,000 – IDR 75,000 per kg

Table.1. Export Volume and Value of Fishery Products by Main Commodities Quarter I 2021 – Quarter I 2022

Komoditas Utama	Volume (Ton)*		Nilai (1.000 USD)		Pertumbuhan (%)	
	2021	2022	2021	2022	Volume	Nilai
Udang	62.051	66.352	526.788	621.924	6,93	18,06
Tuna-Tongkol-Cakalang	42.263	39.444	169.047	189.528	-6,67	12,12
Cumi-Sotong-Gurita	34.635	35.921	127.682	154.535	3,71	21,03
Rumput Laut	48.058	49.272	64.259	114.257	2,53	77,81
Rajungan-Kepiting	7.331	8.347	103.311	172.564	13,85	67,03
Komoditas Lainnya	93.280	77.354	267.068	277.425	-17,07	3,88
Total	**287.618**	**276.689**	**1.258.155**	**1.530.233**	**-3,80**	**21,63**

Source: DJPSDKP Data Processing Results (2022);

***) The volume has not been equated with the volume of fresh raw materials.**

The performance of the export value of Indonesian fishery products during the first quarter of 2022 grew positively compared to the same quarter in 2021, which was 21.63 percent. In the first quarter of 2021, the export value of Indonesian fishery products was USD 1,258 million, increasing to USD 1,530 million in the first quarter of 2022. The main commodities that dominantly contributed the highest export value growth during this period included seaweed (77.81 percent) and crab-crabs (67.03 percent).

c. Promotion

The average company engaged in the fieldIndonesian exports carry out promotional activities using sales promotions, namely, participating in exhibitions held by institutions such as the OFI (Ornamental Fish International) Interzoo in Nuremberg, Germany and Singapore. In addition, promotions are carried out through internet media.

d. Place/distribution

The destination countries for Indonesia's exports include:

Table 2. Export Volume and Value of Indonesian Fishery Products by Country of Destination Quarter I 2021 - Quarter I 2022

Negara	Volume (Ton)*	Nilai (1.000 USD)	Pertumbuhan (Persen)

Tujuan	2021	%	2022	%	2021	%	2022	%	Volume	Nilai
China	92.638	32%	81.481	29%	171.063	14%	214.387	14%	-12,04	25,33
Amerika Serikat	64.396	22%	71.037	26%	561.135	45%	727.266	48%	10,31	29,61
ASEAN	52.749	18%	48.269	17%	135.517	11%	152.767	10%	-8,49	12,73
Jepang	22.083	8%	22.237	8%	137.741	11%	151.623	10%	0,70	10,08
Uni Eropa	11.690	4%	12.211	4%	61.696	5%	78.174	5%	4,46	26,71
Lainnya	44.063	15%	41.455	15%	191.005	15%	206.015	13%	-5,92	7,86
Total	**287.618**		**276.689**		**1.258.155**		**1.530.233**		**-3,80**	**21,63**

Source: DJPSDKP Data Processing Results (2022);

***) The volume has not been equated with the volume of fresh raw materials.**

In terms of export destination countries, China and the United States still dominate the export destination market for Indonesian fishery products both in terms of volume and value. In terms of export volume, the contribution of the two countries is 29 percent (China) and 26 percent (United States) respectively, while in terms of export value, it is 48 percent (United States) and 14 percent (China) in quarter I-2022.

Indonesia's fishery products trade balance recorded a surplus followed by positive growth in the first quarter of 2022 compared to the same quarter in 2021. In the first quarter Of 2022, Indonesia's fishery products balance is USD 1,530.3 million, an increase of 21.78 percent compared to the first quarter of 2021 of USD 1,141.7 million.

3. Identification of the Competitive Environment

Competitor identification is an important part of achieving the success of an organization. By being able to analyze its competitors, the company can improve performance and implement strategies to obtain a profitable and strong position to stem competition in the industry. Michael Porter (1980, p.49) states that there are five sources of competitive strength that companies must anticipate and understand, to develop competitive strategies to be able to win the competition. The competitive environment in fish companies is as follows:

1. Threat of new entrants

The threat of Substitute Products ((threat

of substitute products)

- The threat from the emergence of management companies

He fishes and catches fish in fish-exporting countries. New entrants can harm existing firms. If they have large capital they can produce large production capacity, so they can reduce production costs and lower selling prices.

- Producing substitute products and prices offered cheaper with good quality

Both of these conditions will have an impact on declining sales and profits for Indonesian fish exporting companies

2. The bargaining power of suppliers.

Suppliers are a force in the industry which is a serious threat to Indonesian fish exporting companies in the international market if these companies increase their business ventures and act as fish producers.

3. The bargaining power of buyers.

Buyers tend to demand higher quality, better service, and lower prices. Most of the production In- Indonesia still uses traditional equipment which can lead to low production quality and high prices. These conditions can cause local and international consumers to turn away from fish produced in Indonesia.

4. **Intercompany Competition** in the Industry Indonesia is in tight competition with four other countries that are exporters of tuna to Japan, including Iran, Sri Lanka, and the Maldives. Meanwhile, the competitor for tuna exports to the European Union in Mauritius

SWOT ANALYSIS

To analyze the results of this study the authors used a SWOT analysis, namely (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is a method for compiling organizational strategy that includes internal Strength (S), Weakness (W) analysis, external Opportunities (O), and Threats (T) analysis, namely strengths, weaknesses, opportunities, and threats or constraints.

a. **Strength**

The advantages possessed by Indonesia are:

1. The length of the shallow waters allows for a high diversity of the types of organisms that inhabit it.
2. The total area of Indonesia is 7.9 million km^2 consisting of 1.8 million km^2 of land area and 3,2 million km^2 of territorial sea area and 2.9 million km^2 of waters of the Exclusive Economic Zone (EEZ).
3. Primary productivity in coastal waters can reach more than 10,000 gr C/m2/year.
4. Productivity of waters in the shallow sea, which is around 100 gr C/m2/year, or waters in the deep sea, which is only around 50 gr C/m2/year.
5. The Indonesian Ocean contains various types of tuna, various types of tuna, various types of snapper, Indian Threadfish (Alectis indicus) Bornito Atlantic, Mackerel, Mackerel, Shrimp, Crab, squid, etc.
6. In addition to the sea, the freshwater area also contains various types of fish such as carp, goldfish, arowana, botia, and betta fish. Arowana fish and botia, are two types of fish native to Indonesia.

b. **Weaknesses (W)**

While the weaknesses are:

1. There is no bank trust in small business fishermen.
2. Administrative requirements/procedures for submitting complex and bureaucratic financing proposals, and uneven information about banking services.
3. Limited range of services from bank financial institutions to meet the capital needs of small-scale fishermen.
4. Licensing is bureaucratic and inefficient and tends to make it difficult for fishermen with various levies.
5. Lack of number and capacity of law enforcement.

   The number of law enforcement is a serious problem in law enforcement at sea, this occurs due to the lack of operational costs, as well as operational facilities.
6. Capture and management of marine products Catching and management still use traditional methods with minimal technology.
7. In addition, the number of ships and other supporting infrastructure is still very limited.
8. Damage to coral reefs caused by mining activities
9. The public lacks an understanding of the benefits derived from the marine business. This is due to the culture of the people who for hundreds of years worked and earned income from agriculture

c. Opportunities (O)

As for the odds

a. Government Protection through Law No.5/1983, provides opportunities for national and foreign private sectors to participate in working on wealth in the marine area. Which can encourage increased exports and employment

b. Government policy that prohibits foreign vessels from fishing in Indonesian waters encourages increased production and sales of fishing vessels. For example, there has been an increase in ship production in Indramayu

c. Dried fish also has good prospects in the international market. Types of dried salted fish such as cork, Kendra, seat, and replacing are of great interest. Indonesian dry processed fish are subtropical fish such as salmon and cod which are preferred by consumers in Europe.

d. Shrimp is very popular with foreign and domestic consumers because it tastes good and contains very high nutrition (90% protein in shrimp meat).

e. As an added value, the waste produced can be utilized for various industries (pharmaceuticals, cosmetics, food, agriculture, textiles). In the fisheries sector, this industry includes the marine biotechnology industry. One of the opportunities for its utilization is chitin and chitosan products which are used in various industrial fields

f. Ornamental Fish

The Ministry of Maritime Affairs and Fisheries (KKP) stated that Indonesia is currently ranked 3rd in the world as an ornamental fish exporter. With this ranking, the value of the ornamental fish market share reaches 7.5 percent. "Ornamental fish production is

increasing every year. In 2011 the export target was 700 million heads but the realization was 945.3 million heads. In 2012 the target of 850 million, with a production of 1.3 billion head. In 2013 the target is 1.1 billion head.

g. The price of tuna in the international market is quite high. Tuna is sold up to IDR 14 thousand/kg up to IDR 50 thousand/kg.

h. For catfish if it is processed into fillets (fish meat without bones) it has a high selling price and is in great demand by global consumers. In the global market, the price of fresh catfish per kilogram is USD 1. The price of a catfish fillet per kilogram is USD 3.4.

i . The price of platinum Arowana fish, for example, can reach IDR 500 million/head.

As for the countries importing Indonesian fish products: Japan, Hong Kong, Rep of Korea, Taiwan, Rep of China, Thailand, Singapore, Philippines, Malaysia, Saudi Arabia, Jordan, Egypt, Australia, USA, Canada, United Kingdom, Netherlands, France, RF. Germany, Belgium & Luxemburg, Sweden, Denmark, Ireland, Italy, Spain, Greece, Bulgaria, Poland, Slovenia, Russia Federation/USSR, and other countries.

d. **Threats:**

1. The regulations regarding the utilization of water space between passive and active fishing gear are unclear. As a result, there is a physical collision between passive sedentary and active fishing gear
2. Understanding of Minister of Agriculture No. 392/Kpts/ IK.120/4/1999 concerning the letters of Fishing Routes are still not uniform
3. The number of supporting infrastructure for cold storage, post-harvest, and transportation is still very limited
4. Lack of public understanding of the benefits derived from the marine business. This is due to the culture of the people who for hundreds of years worked and earned income from agriculture.
5. Imbalance in the need for capture fisheries stocks between regions and between species
6. Illegal unreported and unregulated fishing is rife
7. Aquaculture cultivation is not optimal due to inefficient management and utilization of aquaculture land and inadequate hatchery and feed facilities and infrastructure
8. The quality of human resources (HR) is low
9. Weak market control (market intelligence), and there are tariff and non-tariff barriers for Indonesian fishery products as a result of environmental and health issues in Indonesia
10. Lack of mass promotional activities regarding Indonesian fish production in the international market
11. Suppliers are a force in the industry that poses a serious threat to Indonesian fish exporting companies in the international market if these companies increase

their business ventures and act as producers.

12. Indonesia is in tight competition with other countries that compete in the tuna export market. Competitor countries for Indonesian tuna exports to Japan include Iran, Sri Lanka, and the Maldives. Meanwhile, the competitor for tuna exports to the European Union in Mauritius

Consolidation And Implementation Of Program Development In The Framework Of Utilizing Market Potential

Indonesian fish has its advantages and is liked by consumers in foreign countries. Types of dried salted fish such as cork, Kendra, seat, and replacing are of great interest. Shrimps are very popular with foreign and domestic consumers because they taste delicious and contain very high nutrition (90% protein in shrimp meat). The Ministry of Maritime Affairs and Fisheries (KKP) stated that Indonesia is currently ranked 3rd in the world as an exporter of ornamental fish. With this ranking, the value of the ornamental fish market share reaches 7.5 percent.

"Ornamental fish production is increasing every year. In 2011 the export target was 700 million heads but the realization was 945.3 million heads. In 2012 the target was 850 million heads, and the production was 1.3 billion heads. In 2013 the target is 1.1 billion heads. 26 Likewise with Arowana. With these various advantages, consolidation and measurable program planning are needed. The consolidation is as follows:

CONCLUSIONS

Indonesia has the advantage of marine commodities both in the land area of the seafront and in the water and sea in the coastal areas. In addition, the sea area has a diversity of sources supporting marine life such as estuaries, coastal forests or mangroves, seagrass beds, and coral reefs which are the main support for the life and breeding of fish.

The Indonesian ocean contains various types of tuna, various types of tuna, various types of snapper, and schoolmaster Indian threadfish (Alectis indices). Indonesian terms: Kuwe Rambe, Lowang, Jebus. Shrimp, Crab, Squid Etc.

Primary productivity in coastal waters reaches more than 10,000 gr C/m2/year. This value is very high or much higher than the productivity of waters in shallow seas, which is around 100 gr C/m2/year, or waters in the deep sea, which are only around 50 gr C/m2/year (Mangalla, 2021).

Apart from the sea, the freshwater area also contains various types of fish such as carp, which is the most popular freshwater fish species for consumption. Quality carp, Arowana, botia, and Betta fish, are types of freshwater ornamental fish from Indonesia that are favorites abroad.

However, on the other hand, Indonesia still has weaknesses, especially the results of catching and managing marine products which are still dominated by traditional fishermen and minimal technology. In addition, the number of ships and other supporting

infrastructure is still very limited. As a result of the lack of marine infrastructure, the distribution of marine products from one area to another is hampered, thereby reducing the freshness of marine commodity commodities, both fish and other marine products.

Another weakness currently faced by the government is environmental damage caused by mining activities which have caused damage to coral reefs in several areas such as the fringing reefs in Buyat-Ratototok Regency, North Sulawesi, caused by the disposal of underwater tailings from industrial gold mining. and small scale using mercury incorporation.

REFERENCES

Argyres, N., & McGahan, A. M. (2002). An interview with Michael Porter. *Academy of Management Perspectives*, *16*(2), 43–52.

Haryani, G. S. (2002). *Pengelolaan Ekton : Potensi, Permasalahan dan strategi.* Lembaga Ilmu Pengetahuan Indonesia.

Kotler, P., Keller, K. L., & Manceau, D. (2016). Marketing Management, 15e édition. *New Jersey: Pearson Education*.

Mangalla, E. (2021). Analisis Yuridis Mengenai Pengelolaan Wilayah Pesisir Yang Berkelanjutan Menurut UU NO. 32 Tahun 2009 Tentang Perlindungan Dan Pengelolaan Lingkungan Hidup. *Lex Administratum*, *9*(7).

Ortolano, L. (1984). *Environmental planning and decision making*.

Pearce, R. M. G. H. (2008). *Manajemen Strategis 1 (ed. 10) Koran*. Penerbit Salemba.

Saladin, D. (2003). Manajemen Pemasaran, Analisis, Perencanaan, Pelaksanaan dan Pengendalian. *Bandung: Linda Karya*.

Supriharyono. (2007). *Konservasi Ekosistem Sumber Daya Hayati* . Pustaka Pelajar.

Thompson. John L. (2008). *A Strategic Perspective of Entrepreneurship.".* University Business School.

Siagian P Mpa, 2005 (Cetakan ke Desember) Manajemen Stratejik. Jakarta: Bumi Aksara.

Gerson, Richard F. 2002. Mengukur Kepuasan Pelanggan, Jakarta :Penerbit PPM.

Gaspersz, Vincent. 1997. Membangun Tujuh Kebiasaan Kualitas, Jakarta : Penerbit PT Gramedia Pustaka Utama.

Djaslim Saladin, (2003),Manajemen Pemasaran Analisis, perencanaan, pelaksanaan, dan pengendalian. Bandung : Linda Karya.

C. Craig James, M. Graint, Robert, 1996 Manajemen Strategi Sumber-sumber Daya Perencanaan-Efensiasi Biaya – Sasaran, (Terjemahan : Sularno Tjiptowardojo), Jakarta: PT.Elex Media Koputindo.

Ackefors H and Enell M. 1994. The Release of Nutrients and Or- ganic Matte rs from Aquaculture Systems in Nordic Countries. Jour. Appl. Ichthyology 1994.

Hitt, Michael, Ireland, R. Duane, E.Hoskisson, Robert, 2001. Manajemen Strategis, (terjemahan : Tim, Salemba Empat), Jakarta: Salemba Empat.

Berita Lingkungan Hidup.Com pada edisi kamis 17 Oktober Boyd, Walker dan Larreche. 2000. Manajemen Pemasaran : Suatu Pendekatan Strategis dengan Orientasi Global , Edisi Kedua.Jakarta : Erlangga