

Formulation of the Marketing Strategy for Viriya Crispy Fish SMEs Using the STP and 4P Approaches within the Indonesian National Police (Polri) Environment

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ABSTRACT: This study aims to analyze the application of the STP and 4P marketing strategies in the context of MSMEs, focusing on Viriya Crispy Fish, a snack made from anchovies that is primarily targeted at members of the Indonesian National Police (Polri). This product is tailored to meet the needs of Polri personnel who require convenient and nutritious snacks, especially those working in the field. The study employs a qualitative approach, analyzing both the enabling and constraining factors involved in the implementation of Viriya Crispy Fish's marketing strategy. Data is gathered through interviews and a review of relevant literature on MSME marketing. The results indicate that Polri's support, which includes entrepreneurial training, business legality assistance, and facilitation of access to financing, significantly enhances MSME competitiveness. However, challenges remain, particularly regarding the adoption of digital marketing technology and the optimization of distribution channels. This study provides strategic recommendations to improve the marketing effectiveness of MSME products, especially through the enhancement of STP and 4P strategies. By implementing the appropriate marketing approaches, Viriya Crispy Fish is expected to become more competitive, increase market penetration, and achieve sustainable growth. Additionally, this study offers insights into how Polri can continue to act as a facilitator for MSME development through more focused and innovative programs.

Keywords: MSMEs, STP, 4P, polri, viriya crispy fish, marketing strategy

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a very strategic role in the Indonesian economy. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises, MSMEs contribute more than 60% of Indonesia's Gross Domestic Product (GDP) and provide employment for around 97% of the workforce throughout Indonesia. MSMEs also play an important role in creating an economic balance between urban and rural areas because of their ability to reach various regions, including remote areas that may not be served by large companies. Thus, the development and success of MSMEs not only have an impact on economic improvement, but also on social welfare, poverty alleviation, and the reduction of social and economic gaps (Beu, Moniharapon, & Samadi, 2021).

Research by Tambunan (2019) emphasizes the importance of MSMEs as the backbone of the Indonesian economy, both in terms of contribution to GDP and in terms of providing jobs. MSMEs also help create economic and social stability by distributing wealth throughout

Indonesia. Despite their large contribution, MSMEs often face various obstacles that limit their growth potential, such as limited access to financial and technological resources. Many MSMEs do not have sufficient capital to expand their business or invest in modern technology that can increase efficiency and productivity. This challenge is further exacerbated by the lack of knowledge and skills in business management, especially in terms of marketing (Vina, 2021).

Kuncoro and Suriani (2020) in their research show that limited access to capital and technology is the main obstacle to the growth of MSMEs in Indonesia. This obstacle makes it difficult for MSMEs to compete with large companies that have access to larger and more sophisticated resources. This obstacle not only has an impact on product development, but is also very felt in the marketing aspect. Often, MSMEs lack knowledge about modern marketing techniques and only rely on traditional methods that are less effective to reach today's consumers. This makes it difficult for MSMEs to identify the right market segment, set target consumers, and strategically position their products (Caroline & Lahindah, 2018).

Hermawan and Haryanto (2021) in their research revealed that one of the main causes of MSMEs' failure to compete in an increasingly competitive market is a lack of understanding of digital marketing and limited resources. While Setiadi (2019) points out that although digital marketing can be a powerful tool, many MSMEs still have difficulty accessing relevant technology to support the marketing of their products. As a result, many MSMEs remain dependent on traditional marketing strategies that are no longer in line with today's consumer behavior, which is increasingly digitally connected.

Furthermore, research by Ahmad and Rahmawati (2023) emphasizes that one of the biggest challenges in MSME marketing is the lack of knowledge about effective marketing management, especially in utilizing digital strategies. Many MSME players still rely on outdated marketing methods and do not have a well-planned marketing strategy, thus reducing the competitiveness of their products in a larger and more dynamic market.

The National Police (National Police of the Republic of Indonesia) also has an important role in supporting MSMEs. As a law enforcement agency, the National Police is not only responsible for maintaining security and order, but is also involved in efforts to support the growth of MSMEs in various regions (Legrisca, Yantu, & Laapo, 2013). Through programs such as entrepreneurship training, facilitation of access to capital, and assistance in legal aspects and business licensing, the National Police helps create an environment conducive to the development of MSMEs. This support plays an important role in increasing the competitiveness of MSMEs, so that they are able to survive and develop despite facing various challenges (Saefullah & Arnu, 2022).

The programs initiated by the National Police are focused on increasing the capacity and skills of MSME entrepreneurs. Through entrepreneurship training, for example, the National Police helps business actors to understand various aspects of business such as financial management, product development, and marketing strategies (Istiana, Utami, Randi, & Adita, 2022). In addition, the National Police also plays a role in facilitating access to financial resources, both through partnerships with financial institutions and through special funding programs for MSMEs. This assistance is expected to be able to help MSMEs, not only in terms of business technicalities, but also in meeting legal and administrative requirements that are often obstacles for small entrepreneurs (Setiyorini, Noorachmat, & Syamsun, 2018).

According to Sutanto (2020), the support provided by the National Police through training and assistance in business legality has had a significant impact on the ability of MSMEs to survive and develop. In addition, the National Police helps MSMEs to operate in accordance with applicable regulations, thereby creating legal security for small entrepreneurs. To face

challenges in marketing, the formulation of effective marketing strategies through STP (Segmentation, Targeting, Positioning) and 4P (Product, Price, Place, Promotion) approaches is very necessary. The STP approach allows MSMEs to better understand the market and develop strategies that suit the characteristics and needs of consumers (Dewi, Hubeis, & Riani, 2020).

1. Segmentation: Through market segmentation, MSMEs can segment consumers based on criteria such as demographics, geography, psychology, and behavior. Thus, MSMEs can better understand the different preferences and needs of consumers.
2. Targeting: Once the market segment has been identified, the next step is to select the most potential segment. By setting specific targets, MSMEs can allocate marketing resources more effectively and efficiently.
3. Positioning: Positioning helps MSMEs differentiate their products from competitors and create a unique product image in the minds of consumers. With a strong positioning strategy, MSMEs can build brand awareness and consumer loyalty.

In addition to STP, the 4P approach focuses on the following marketing elements:

1. Product: The product must match the needs and preferences of the targeted consumer. MSMEs need to ensure that the products they offer have added value, are innovative, and have quality to compete in the market.
2. Price: Proper pricing is essential to attract consumers and stay competitive. Prices must be adjusted to the purchasing power of the target market, but still provide a decent profit margin for MSMEs.
3. Place: Efficient distribution ensures that products can be easily reached by consumers. MSMEs must choose the right distribution channel, either through physical stores, e-commerce, or other digital platforms.
4. Promotion: The right promotion helps increase consumer awareness of the product. MSMEs can use a variety of promotional methods, including digital marketing, social media, advertising, as well as special offers such as discounts or product bundling.

By implementing STP and 4P strategies effectively, MSMEs can focus more on developing relevant products, setting competitive prices, better reaching consumers, and promoting products effectively. An example of MSMEs that are trying to implement this strategy is Viriya Crispy Fish, a snack product made from cotton anchovies that is focused on members of the National Police. This product not only offers delicious snacks, but also pays attention to the practicality and needs of consumers in the Police environment. Through the right market segmentation, Viriya Crispy Fish targets active consumers, such as members of the National Police who work in the field and need practical and nutritious snacks (Triyastuti, Ndahawali, & Ondang, 2021).

This study aims to analyze the formulation of the marketing strategy of Viriya Crispy Fish MSMEs with STP and 4P approaches within the National Police. This research aims to identify factors that support and hinder the implementation of the strategy and provide strategic recommendations that can help advance MSMEs. The implementation of the right STP and 4P strategies is expected to help Viriya Crispy Fish increase competitiveness, achieve the target market, and optimize their growth potential in an increasingly competitive market. This research also provides insight into how the National Police can continue to support the development of MSMEs through more focused and effective internal innovations (Meizary & Magdalena, 2023).

This study brings novelty by focusing on the development of instant red bean porridge specifically for complementary feeding (MP-ASI) in infants, a concept not extensively explored

in existing literature. While red beans are commonly recognized for their high protein and nutritional content, their application as a base for infant complementary food remains underutilized. This research introduces a tailored approach to processing red beans, incorporating techniques like soaking, boiling, and fermentation to eliminate anti-nutritional compounds effectively. By highlighting their potential to replace conventional grains, the study pioneers a sustainable, nutrient-rich alternative for infant feeding, contributing significantly to local food diversification and addressing nutritional gaps in early childhood.

This research aims to analyze the effect of applying the specific characteristics program of boarding school dormitories in enhancing Islamic insights at Madrasah Aliyah Negeri 2 Surakarta. The study focuses on the implementation of the unique features of boarding school dormitories, which are expected to improve students' understanding and practice of Islam. By evaluating the impact of the program on students' Islamic knowledge, this research seeks to uncover its potential role in fostering a deeper connection with Islamic teachings in the context of modern education. Given the importance of enhancing religious understanding in today's educational environment, this study is highly relevant for assessing the effectiveness of such specialized programs in shaping students' spiritual and academic development. The benefits include offering a cost-effective, locally sourced solution to infant malnutrition, providing scientific data for future innovations in infant food products, and supporting sustainable agricultural practices. Ultimately, this study seeks to empower communities with accessible and nutritionally adequate food solutions for improving early childhood growth and development.

RESEARCH METHODOLOGY

The type of research used in this study is qualitative research. According to Creswell, qualitative research is an approach used to explore and understand meanings that are thought to originate from social or human problems. This research process involves extensive research questions, in-depth data collection, and inductive data analysis.

The main problem of *Viriya Crispy Fish MSMEs* is how to determine the right product marketing target and build a strong brand image starting from the work environment of the National Police. The reason for choosing the National Police as the object of research is because the author himself conducted the research in this study as a member of the National Police who also made the *Viriya Crispy Fish MSME* product as a form of MSME Innovation within the National Police. For police members on guard, facing boredom with a dense and stressful pattern of activities every day is a challenge that often arises. *Viriya Crispy Fish MSMEs* are here as a solution to provide energy and joy in the midst of a demanding routine. This snack not only offers a delicious taste and crispy texture, but also ease of consumption that does not interfere with vigilance and preparedness.

RESULT AND DISCUSSION

SWOT analysis is a technique used to identify strengths, weaknesses, opportunities, and threats to a particular business or even project. SWOT stands for *strengths, weaknesses, opportunities, and threats*. Each of these factors is important to examine in order to plan for organizational growth properly. That's where analysis is needed. When analyzed together, a SWOT framework can paint a bigger picture of where and how to move on to the next step. The following is an internal SWOT analysis of *Viriya Crispy Fish MSMEs* in the POLRI Environment.

1. *Strengths*

Viriya Crispy Fish uses high-quality fish raw materials and a hygienic processing process, so it is able to provide a savory taste and crispy texture. This is the main advantage that can increase consumer loyalty, especially in the POLRI environment which has a fairly dense work culture and prioritizes efficiency. These MSMEs provide a variety of interesting flavors, such as spicy, original, and balado flavors. With this innovation, *Viriya Crispy Fish* can attract consumers from various circles in the POLRI work environment with diverse taste preferences. With competitive and affordable prices, *Viriya Crispy Fish* can be accessed by all people in the POLRI environment, including soldiers, administrative employees, and field officers who have affordable price preferences.

2. *Weaknesses*

As an MSME, *Viriya Crispy Fish* has limitations in production capacity which can be an obstacle if demand in the POLRI environment increases at the same time. These limitations can also affect the fulfillment time of large orders. Currently, *Viriya Crispy Fish* is still focusing on the local market and does not have a broad distribution strategy. This makes the market reach limited and highly dependent on local consumers in the POLRI environment. Limited marketing funds and the lack of use of digital platforms for promotion are weaknesses in themselves. The product is not well known outside the local scope, so that the wider market potential, especially in the POLRI environment outside the operational area, has not been worked on optimally.

3. *Opportunities*

With various government and National Police programs to support MSMEs, *Viriya Crispy Fish* has the opportunity to take advantage of this program, either in the form of training, financial assistance, or wider market access. The growing trend of healthy living in the community, including among members of the National Police, opens up opportunities to offer fish-based products that are rich in protein and omega-3, which are a healthier option than flour-based snacks. With the increasing use of social media and *e-commerce*, *Viriya Crispy Fish* has a great opportunity to expand its marketing digitally so that it can attract a wider range of consumers and not only depend on the environment of the National Police around the operational area.

4. *Threats*

The snack industry has fierce competition, especially from large products that have stronger promotional capabilities and wider distribution. This competition could threaten *Viriya Crispy Fish's market share* within the National Police, especially if similar products are more accessible. The price of fish raw materials often fluctuates due to various factors, such as weather or government policies. These fluctuations can have an impact on production costs and selling prices, which then risks reducing the competitiveness of *Viriya Crispy Fish products*. The following is the rating calculation in the Internal SWOT analysis conducted by *Viriya Crispy Fish*.

SWOT Internal Analysis Rating

Rating calculations for SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis are carried out by giving weights and ratings to each factor, both strengths, weaknesses, opportunities, and threats. The results of this calculation help determine the extent to which each factor affects the marketing strategy of *Viriya Crispy Fish* MSMEs within the National Police. Here are the steps to calculate the rating in detail.

Determining the Weight for Each SWOT Factor

Give weight to each factor (*strength, weakness, opportunity, threat*) with a value between 0.0 to 1.0 based on the level of importance or impact on the performance of *Viriya Crispy Fish* MSMEs. This weight represents how important these factors are in achieving success or in facing threats. Weights are given based on the relative importance level of each SWOT category as a whole (*Strengths, Weaknesses, Opportunities, Threats*), with a total weight of 100% or 1.00. The total details of the muscle are as follows:

1. Strengths : 30% (0,30)
2. Weaknesses : 20% (0,20)
3. Opportunities : 30% (0,30)
4. Threats : 20% (0,20)

Determining the Weight for Each SWOT Factor

Giving a rating for each factor on a scale of 1 to 5 on each point in each category based on how strong or weak the point is for *Viriya Crispy Fish* MSMEs.

1. For *Strength* and *Opportunity*:
 - 5 = Very Strong/Great Chance
 - 4 = Strong/Significant Chance
 - 3 = Strong Enough/Medium Chance
 - 2 = Weak/Small Chance
 - 1 = Very Weak/No Chance
2. For *Weakness* and *Threat*:
 - 1 = Very Weak/Major Threat
 - 2 = Weak/Significant Threat
 - 3 = Fairly Weak/Medium Threat
 - 4 = Not Weak/Small Threat
 - 5 = No Weaknesses/Threats

Calculating *Weighted Score*

1. Multiply the rating of each point by the category weight to get a weighted score.
2. The formula is: $\text{Weighted Score} = \text{Rating} \times \text{Weight}$

Calculating the Total Score for Internal SWOT

3. Add up the weighted scores of all the points to get the total score of each category (*Strengths, Weaknesses, Opportunities, Threats*).
4. This total score will be used for further analysis of the position of *Viriya Crispy Fish* MSMEs in the SWOT matrix.

SWOT Calculation Table for *Viriya Crispy Fish* MSMEs

An in-depth analysis of internal factors needs to be carried out to get a better picture of the development of *Viriya Crispy Fish* MSMEs using a SWOT (*Strength, Weakness, Opportunities and Threat*) analysis approach. Several internal factors were observed and were the results of interviews with the owners of *Viriya Crispy Fish*. The following is a detailed description of the calculation table of the Internal Analysis of the *Viriya Crispy Fish* SWOT.

Table 1 SWOT Calculation Table for *Viriya Crispy Fish* MSMEs

Category	Points	Weight	Rating	Weighted Score
<i>Strengths</i>				
	Quality Products	0.3	4	1.2
	Product Innovation	0.3	3	0.9
	Priced	0.3	3	0.9
Total <i>Strengths</i>			3	3

Weaknesses				
	Limited Production Capacity	0.2	2	0.4
	Dependence on Local Markets	0.2	3	0.6
	Limited Promotions	0.2	3	0.6
Total Weaknesses			1.6	1.6
Opportunities				
	Government and National Police Support for MSMEs	0.3	4	1.2
	Consumer Awareness of Healthy Lifestyle	0.3	3	0.9
	Growth in the Use of Digital Platforms	0.3	3	0.9
Total Opportunities			3	3
Threats				
	Competition from Similar Products	0.2	3	0.6
	Raw Material Price Fluctuations	0.2	2	0.4
	Changes in Health Policy in the National Police	0.2	2	0.4
Total Threats			1.4	1.4

Calculation Explanation

- 2) *Strengths* (3.00): As is known that Viriya Crispy Fish MSME products are made with the best and hygienic ingredients to produce quality products and get (rating 4), it is considered a very strong factor with a weighted score of 1.20 (0.30 x 4). The total score for all strengths points is 3.00.
- 3) *Weaknesses* (1.60): As is known, currently Viriya Crispy Fish in terms of production capacity and ability is still very limited, assessed as a weakness with a rating of 2, resulting in a weighted score of 0.40 (0.20 x 2). The total weakness score is 1.60.
- 4) *Opportunities* (3.00): The Viriya Crispy Fish UKMK is developing within the National Police, where the government and the National Police fully support the progress of MSMEs. The support of the Government and the National Police for MSMEs is considered very important with a rating of 4, giving a weighted score of 1.20. The total score for opportunities is 3.00.
- 5) *Threats* (1.40): For the POLRI itself, Viriya Crispy Fish is the first and practical snack product and was made by the POLRI members themselves in an effort to participate in advancing MSMEs. "Competition from Similar Products" can be a threat to Viriya Crispy Fish, but with the relationships and branding that have been successfully built so far, these challenges are not too difficult for Viriya Crispy Fish to overcome later, as long as they continue to innovate and maintain good quality. Rated with a rating of 3, resulting in a weighted score of 0.60. The total score for threats is 1.40.

Interpretation of Results

- The total score for *Strengths* (3.00) is higher compared to *Weaknesses* (1.60), the score shows that Viriya Crispy Fish has more advantages in the POLRI environment that can be used to overcome weaknesses.
- *Opportunities* (3.00) which is comparable to *Strengths* (3.00) shows that there are opportunities that can be optimally utilized for the growth of Viriya Crispy Fish MSMEs.

- *Lower Threats* (1.40) indicates that existing threats can still be overcome if companies focus on developing strategies to optimize strengths and opportunities.

These tables and measures help identify strategic areas that need to be strengthened or improved, as well as direct the focus on opportunities that can be taken to improve *Viriya Crispy Fish's position* in the market.

STP Internal Analysis

Internal analysis related to segmentation, targets and the company's position on the targeted market is important to be used as the basis for the formulation of the company's strategy. *Viriya Crispy Fish MSMEs* are small and medium businesses engaged in the production and marketing of fish-based snack products, namely *crispy fish*. This product combines the typical taste of fish with a crispy texture and is loved by various groups. In running their business within the National Police, these MSMEs need to conduct a thorough internal analysis to find out the potential, weaknesses, opportunities, and challenges they face. The following are the results of an internal analysis that includes STP (Segmentation, Targeting, Positioning) strategies.

Market Segmentation

Within the National Police, *Viriya Crispy Fish MSMEs* segment the market based on several main factors:

1. Geographic: *Viriya Crispy Fish MSMEs* for now focus on locations around the National Police offices around the Bali Region and in the future will be planned outside Bali. In addition, *Viriya Crispy Fish* has also checked several strategic locations such as canteens and police training centers.
2. Demographic: The main demographic target is members of the National Police, civil servants within the National Police and their families. Age segmentation is also taken into account, ranging from young members to senior employees. Furthermore, rank segmentation is also calculated, according to the researcher's assessment, the higher the rank, the more members and the higher the income so that the purchasing power is automatically more than others. In addition, a wider market share such as the surrounding community who are interested in fish products is also considered in the future.
3. Psychographic: This segmentation is carried out by understanding healthy and nutritious snack preferences that are relevant to active members of the National Police who need nutritious intake. In addition, people who care about local and innovative products are also the target of *Viriya crispy fish* in the future.
4. Consumer Behavior: These MSMEs target consumers who tend to look for fast snacks that are practical and can be consumed in various situations, both during tasks and leisure. Behaviors that support local products are also a factor in this segmentation.

Determining the Target Market (Targeting)

Based on the segmentation above, *Viriya Crispy Fish MSMEs* determine several main target markets:

1. Active Police Members: They need healthy and nutritious snacks that support high physical activity. *Crispy fish* products that are practical and nutritious are an ideal choice.
2. Police Employees and Families: As secondary consumers, they have the potential to become *loyal customers* because of their presence around the Police office area, making it easier to access *Viriya Crispy Fish products*.
3. Community Around Police Offices: Consumers who are not directly affiliated with the National Police but are in the vicinity of the office can be good targets, especially those looking for healthy snack alternatives.

Positioning

Viriya Crispy Fish *MSMEs* position themselves as a healthy, nutritious, and practical fish-based snack product, with a distinctive taste and affordable price. In the National Police, this product is communicated as an option that supports the health and fitness of members of the National Police. In addition, *Viriya Crispy Fish* is promoted as a local product that supports the empowerment of *MSMEs*, so it is expected to foster loyalty from consumers. The positioning of this product is also strengthened by distinctive product attributes, such as no preservatives, made from fresh fish, and packaged attractively and practically to be carried anywhere.

Marketing Mix Analysis (4P)

In an effort to support the STP strategy, *Viriya Crispy Fish MSMEs* also use the 4P marketing mix strategy (*Product, Price, Place, Promotion*) as follows:

Product

The main product of this *MSME* is crispy fish, with various flavor variants developed to meet consumer tastes, especially those in the National Police environment. The advantage of this product is that the basic ingredients of fish are processed into crispy snacks with local flavors and without preservatives. This product is packaged in various sizes so that *Polri* consumers can choose according to their needs.

The emphasis on health aspects and product practicality is the main selling point. In addition, to increase attractiveness, *Viriya Crispy Fish MSMEs* also innovate with a variety of flavors (such as spicy, original, and barbeque flavors) that attract various consumer groups. The hygienic production process and strict food safety standards are also the attraction of this product in the National Police.

Price

Viriya Crispy Fish MSMEs use a competitive pricing strategy and in accordance with the purchasing power of consumers within the National Police. The price of the product is considered to remain affordable for all members of the National Police and employees, without sacrificing the quality of raw materials. Thus, *MSMEs* can compete with similar products and create the impression of quality products that are pocket-friendly.

Affordable pricing with the highest quality. The price per pack of "Viriya Crispy Fish" is IDR 35,000. with a net weight of 250 grams. Special discounts for purchases in bulk or in the form of monthly packages for the needs of police agencies. The price strategy applied is to offer package prices or discounts for purchases in large quantities, which are suitable for the purposes of events or activities within the National Police. This is expected to increase sales volume and strengthen consumer loyalty. Here is a table of price lists offered by *Viriya Crispy Fish*.

Table 2 Price list of Viriya Crispy Fish

NO	Sum	Price
1	250 grams/pcs	IDR 35,000
2	250 grams/5 pcs	IDR 160,000
3	250 grams/8 pcs	IDR 250,000
4	250 grams/10 pcs	IDR 300,000

Place

Product distribution is carried out through several strategic channels within the National Police, such as canteens, cooperatives, and activity centers that are often visited by members of the National Police. In addition, *Viriya Crispy Fish MSMEs* in the future also plan to collaborate with canteens around the National Police office that sell local products to expand market reach. To support ease of access, *Viriya Crispy Fish MSMEs* have also begun to utilize

online marketing through social media platforms such as work unit groups and operations groups that are routinely carried out by the National Police.

So far, marketing by broadcasting messages to group letting or generation has also been carried out as a means of product marketing. This strategy makes it easier for consumers in the National Police who have limited time to still be able to access *Viriya Crispy Fish products*.

Promotion

Viriya Crispy Fish's MSME promotion strategy includes several approaches:

1. **Personal Approach:** This promotion is carried out directly to members of the National Police who have known them well, and asks for their help to become testimonials and help market in the force groups they have so far, as well as asking them to repost on their Social Media to attract the attention of other colleagues.
2. **Social Media:** Promotion through social media such as Instagram, Facebook, and WhatsApp groups related to the Police community. The promotional content highlights the benefits of the product, the story behind *Viriya Crispy Fish's MSME business* in an effort to attract sympathy and attention, and customer testimonials to build trust in the work of the National Police.
3. **Special Discounts for Police Members:** MSMEs offer special discounts for Police members and employees as a form of appreciation and increase loyalty. This can also attract new customers among the National Police.
4. **Events or Bazaars in the National Police:** Participating in events or bazaars in the National Police is one of the effective ways to introduce products directly. This event also serves as a place to get feedback from consumers.
5. **Attractive Packaging:** Attractive and professional product packaging becomes an additional promotional tool that attracts the attention of consumers. Packaging design is also adjusted to the latest trends to be more relevant in the eyes of consumers. By combining white and sky blue. With a fish icon that is wearing traditional Balinese clothes while holding a ball and a glass of Bear. The icon symbolizes that *Viriya Crispy Fish* is a snack that continues to innovate and reaches all groups, from children to adults. And in the future, it is hoped that when there is a gathering to watch football, television shows and other activities, what comes to mind is *Viriya Crispy Fish*.

Results and Impacts of the Implementation of STP and 4P Strategies

After implementing the STP strategy and the 4P marketing mix, *Viriya Crispy Fish MSMEs* have succeeded in increasing sales and customer loyalty, especially among members of the National Police. With the right segmentation, this product is able to attract the appropriate target market and increase brand awareness within the National Police.

The implementation of an affordable pricing strategy also makes this product more accessible to consumers, while strategic distribution channels strengthen the product's presence in frequently visited places. Intense promotion through social media and participation in *Police events* also help increase the popularity and positive image of the product.

Marketing Mix Analysis

In this section, an in-depth analysis was carried out regarding the implementation of the marketing mix or marketing mix of the 4P (*Product, Price, Place, Promotion*) of *Viriya Crispy Fish MSMEs* within the National Police. This strategy aims to maximize product acceptance by the market, especially for members and extended families of the National Police who need healthy fish-based snack options at affordable prices and effective distribution.

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The main product of this MSME is crispy fish, with various flavor variants developed to meet consumer tastes. The advantage of this product is that the basic ingredients of fish are processed into crispy snacks with local flavors and without preservatives. These products are packaged in various sizes so that consumers can choose according to their needs.

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Physical evidence

Physical evidence is an important element in supporting the consumer experience of *Viriya Crispy Fish MSME* products. As a fish-based snack product, the packaging is one of the main physical proofs that reflects the quality and attractiveness of the product, especially for *Viriya Crispy Fish*. Packaging design is also adjusted to the latest trends to be more relevant in the eyes of consumers.

By combining white and sky blue. With a fish icon that is wearing traditional Balinese clothes while holding a ball and a glass of Bear. The icon symbolizes that *Viriya Crispy Fish* is a snack that continues to innovate and reaches all groups, from children to adults. And in the future, it is hoped that when there is a gathering to watch football, television shows and other activities, what comes to mind is *Viriya Crispy Fish*.

Place

Product distribution is carried out through several strategic channels within the National Police, such as canteens, cooperatives, and activity centers that are often visited by members of the National Police. In addition, *Viriya Crispy Fish* MSMEs in the future also plan to collaborate with canteens around the National Police office that sell local products to expand market reach. To support ease of access, *Viriya Crispy Fish MSMEs* have also begun to utilize online marketing through social media platforms such as work unit groups and operations groups that are routinely carried out by the National Police.

So far, marketing by broadcasting messages to group letting or generation has also been carried out as a means of product marketing. This strategy makes it easier for consumers in the National Police who have limited time to still be able to access *Viriya Crispy Fish products*.

Promotion

Viriya Crispy Fish's MSME promotion strategy includes several approaches:

- a. **Personal Approach:** This promotion is carried out directly to members of the National Police who have known them well, and asks for their help to become testimonials and help market in the force groups they have so far, as well as asking them to repost on their Social Media to attract the attention of other colleagues.
- b. **Social Media:** Promotion through social media such as Instagram, Facebook, and WhatsApp groups related to the Police community. The promotional content highlights the benefits of the product, the story behind *Viriya Crispy Fish's MSME business* in an effort to attract sympathy and attention, and customer testimonials to build trust in the work of the National Police.
- c. **Special Discounts for Police Members:** MSMEs offer special discounts for Police members and employees as a form of appreciation and increase loyalty. This can also attract new customers among the National Police.
- d. **Events or Bazaars in the National Police:** Participating in events or bazaars in the National Police is one of the effective ways to introduce products directly. This event also serves as a place to get feedback from consumers.
- e. **Attractive Packaging:** Attractive and professional product packaging becomes an additional promotional tool that attracts the attention of consumers. Packaging design is also adjusted to the latest trends to be more relevant in the eyes of consumers. By combining white and sky blue. With a fish icon that is wearing traditional Balinese clothes while holding a ball and a glass of Bear. The icon symbolizes that *Viriya Crispy Fish* is a snack that continues to innovate and reaches all groups, from children to adults. And in the future, it is hoped that when there is a gathering to watch football, television shows and other activities, what comes to mind is *Viriya Crispy Fish*.

Sponsorship

Viriya Crispy Fish is an innovative MSME that focuses on the production of high-quality crispy fish snacks, which has become a favorite of the people of the National Police Environment. With a commitment to quality and taste, our products are processed using fresh and hygienic raw materials, and processed in a modern manner to ensure customer satisfaction. We believe that with your support, we can expand our reach and increase local economic empowerment, while promoting a healthy lifestyle through nutrient-rich fish-based snacks. Together with *Viriya Crispy Fish*, let's contribute to the progress of local MSMEs and the Police Environment community.

People

The organizational structure of *Viriya Crispy Fish* will depend on the scale of the business and the field of operation. Here is the simple organizational structure of *Viriya Crispy Fish* that is going on for now. The following are details of the responsibilities of each role related to the marketing of *Viriya Crispy Fish MSMEs* in the National Police:

- a. 1 (one) Founder (Owner). Determine the main vision and strategy of MSME marketing. Oversee the implementation of marketing plans and ensure the entire team works towards common goals. Build relationships with strategic partners, sponsors, and communities within the National Police to support marketing. Provide final decisions related to marketing policies and budget allocation.
- b. 1 (one) person in charge of Finance. Drafting marketing budgets, including planning for promotional costs, advertising, and other marketing activities. Monitor marketing spend to ensure efficiency and adherence to budget. Conduct a cost and benefit analysis of each marketing strategy to improve the effectiveness of spending.
- c. 1 (one) Person in charge of Production. Ensuring the availability of products in quantity and quality in accordance with market needs in the National Police Environment. Coordinate with marketing teams to meet specific requests or local trends. Provide product innovation in accordance with market feedback and marketing strategies.
- d. 1 (one) person in charge of Marketing. Designing and implementing effective marketing strategies to reach the Police Environment community. Drafting promotional materials such as brochures, banners, or digital content to attract the attention of potential customers. Manage promotional activities, such as local exhibitions, special discounts, or customer loyalty programs. Measure the effectiveness of marketing campaigns through surveys or sales analytics.
- e. 1 (one) Person in charge of Sales. Responsible for the implementation of direct sales to customers in the Police Environment. Maintain good relationships with customers to increase loyalty and resale. Manage product distribution efficiently so that it can be easily accessed by customers. Collect feedback from customers to convey to the marketing and production teams.
- f. 1 (one) Person in charge of Operations. Supporting the smooth distribution and logistics of products from the point of production to the point of sale. Manage product inventory to ensure there is no shortage or excess stock. Coordinate with all teams to ensure marketing operations run smoothly and on time.
- g. 1 (one) HR (Human Resources) person. Recruit and train a competent workforce to support marketing activities, such as salespeople. Manage the well-being of the marketing team to maintain morale and productivity. Develop relevant marketing training programs so that the team can execute the strategy to the maximum. Develop an organized work schedule for the entire team involved in marketing.

Impact of MIX 4P Marketing Implementation

The implementation of the 4P marketing mix strategy that has been described above has a significant impact on the performance of *Viriya Crispy Fish MSMEs* within the National Police:

1. Increased Sales: With effective distribution and competitive prices, *Viriya Crispy Fish* is able to increase sales significantly, especially within the National Police. Consumers who have easy access to this product are making purchases more often, both for daily needs and special events.

2. Increased Consumer Loyalty: Special discounts for members of the National Police and thrift package offers have succeeded in building customer loyalty. Members of the National Police who feel benefited by these offers tend to become regular customers and recommend products to their colleagues and families.
3. *Better Brand Awareness*: Through promotions carried out on social media and *Police events*, *Viriya Crispy Fish* has succeeded in increasing brand awareness. Participation in *events* and *bazaars* provides an opportunity to establish a closer relationship with consumers and build an image as a quality local product.
4. Expanding Market Share: Cooperation with local food stores and online marketing helps *Viriya Crispy Fish* reach consumers outside the National Police environment, thereby expanding market share. With the online purchase option, consumers who are far from the National Police office can still get this product easily.

Formulation

The following is a complete SWOT Matrix Analysis with internal and external components as well as range values for *Viriya Crispy Fish* MSMEs in the context of marketing within the National Police.

Internal and External SWOT Analysis

1. Internal Factors
 - a. Strengths: Factors that are the advantages or added value of *Viriya Crispy Fish* MSMEs.
 - b. Weaknesses: Internal factors that hinder or become weaknesses for these MSMEs.
2. External Factors
 - a. Opportunities: External factors that can be used by MSMEs to develop their business.
 - b. Threats: External factors that can be obstacles or risks to business development.

SWOT Matrix and Internal-External Analysis

Here is a complete SWOT matrix table with a range assessment for each component. The rating scale ranges from 1 (very low) to 5 (very high).

Table 3. SWOT Matrix Formulation Results Table

Factor	Aspects	Information	Scale (1-5)
Strength			
	Product Quality	The product uses fresh, preservative-free, and nutritious fish	4
	Flavor Variants	Offers several flavors that appeal to consumers	4
	Practical and Attractive Packaging	Practical and attractive product packaging according to the preferences of the target market	3
	Priced	Competitive and affordable product prices for members of the National Police	5
Weakness			
	Limited Distribution Range	The product is not yet available in many places, limited to a few locations of the National Police	3
	Limited Production	Limited production	3

	Capacity	capacity to meet large demand	
	Lack of Promotional Activities	Promotions are still limited to social media and certain events	2
	Dependence on Raw Materials	Dependence on fresh fish as the main raw material	4
Opportunity			
	Support on Local Products	Awareness and support for MSMEs and local products are increasing	5
	Specific Markets (Polri)	The environment of the National Police as a market that tends to be stable and has the potential to	4
	Development of Digital Marketing	Digital technologies that support broader marketing	5
	Healthy Snack Request	The increasing demand for quality healthy snacks	4
Threat			
	Competition from Similar Products	The number of similar light snack products competing in the market	4
	Raw Material Price Fluctuations	Instability of fish prices as the main raw material	3
	Changes in Food Regulations	Potential new regulations that may affect the production or distribution process	3
	Pandemic or Health Crisis	Risk of declining sales due to health crises such as pandemics	4

SWOT Matrix Analysis Based on Internal and External Components

Internal Components

1. *Strengths* : High-quality fresh fish-based products and affordable product prices as well as support that has been provided by the National Police community as the initial target market.
2. *Weaknesses*: Since the launch of the Viriya Crispy Fish MSMEs , the production capacity that can be run is still limited. Besides that, the range of marketing figures that can be reached is not wide. This is due to the dependence on fish raw materials and limited experience in digital marketing.

External Components

1. *Opportunities* : Nowadays the trend to consume healthy protein-based snacks is increasing. As far as researchers can observe, the National Police community is widespread and has great market potential. This opportunity has the potential to do digital marketing to reach new customers outside the National Police, after the main marketing target is achieved.

Furthermore, in the future, partnerships with the National Police cooperative as a distribution channel.

2. *Threats*: During the implementation of the *Viriya Crispy Fish* MSMEs, one of the situations that has been experienced is the dynamic and unpredictable fluctuations in the price of fish raw materials. Competition with similar products in the local market is also a challenge for *Viriya Crispy Fish*. Furthermore, what has been a challenge so far is the lack of brand awareness outside the National Police environment which can be a threat to *Viriya Crispy Fish* in the future. The next threat is the change in consumer preferences for fish-based snacks.

Strategy Analysis Based on SWOT Matrix

SO (Strengths - Opportunities) Strategy. Harnessing the power to take chances:

1. The strength that can be maintained today is to maintain quality products and maintain good relations with the National Police community. Furthermore, the same thing can also be done by utilizing digital media to make a wider distribution related to marketing.
2. Start creating active social media accounts for the product. As long as *Viriya Crispy Fish* is running, the marketing carried out is still monotonous and has not dared to open to the general market, one of the strong reasons is due to the limited production capacity, so it is feared that later it can cause disappointment in incoming orders that exceed the limit of production capacity. Running ads on platforms such as Instagram or Facebook with the target market of the Police community and local consumers.
3. The flavor variants that have been running so far have 2 (Two) flavor variants, namely Original and Spicy. In the future, efforts will be made to try to explore other flavor variants. The strength of innovation flexibility can be used to meet opportunities in the form of high demand for healthy snacks.

ST (Strengths - Threats) Strategy. Harnessing power to address threats:

1. Production Efficiency for Competitive Prices

Viriya Crispy Fish MSMEs use a competitive pricing strategy and in accordance with the purchasing power of consumers within the National Police. The price of the product is considered to remain affordable for all members of the National Police and employees, without sacrificing the quality of raw materials. Thus, MSMEs can compete with similar products and create the impression of quality products that are pocket-friendly. Affordable pricing with the highest quality. The price per pack of "*Viriya Crispy Fish*" is IDR 35,000. with a net weight of 250 grams. Special discounts for purchases in bulk or in the form of monthly packages for the needs of police agencies. The price strategy applied is to offer package prices or discounts for purchases in large quantities, which are suitable for the purposes of events or activities within the National Police. This is expected to increase sales volume and strengthen consumer loyalty. By maintaining affordable price power, *Viriya Crispy Fish* can overcome the threat of fluctuations in raw materials.

2. Attractive Packaging

Attractive and professional product packaging becomes an additional promotional tool that attracts the attention of consumers. Packaging design is also adjusted to the latest trends to be more relevant in the eyes of consumers. By combining white and sky blue. With a fish icon that is wearing traditional Balinese clothes while holding a ball and a glass of Bear. The icon symbolizes that *Viriya Crispy Fish* is a snack that continues to innovate and reaches all groups, from children to adults. And in the future, it is hoped that when there is a gathering to watch football, television shows and other activities, what comes to mind is *Viriya Crispy Fish*.

WO (*Weaknesses - Opportunities*) Strategy. Reduce weaknesses to take advantage of opportunities.

1. Striving to increase production capacity, this effort is one of the efforts to take advantage of the opportunity in the form of the Police's market capacity which is considered quite large, so it requires a higher production capacity.
2. The next effort that can be made is to collaborate with the National Police cooperative and with canteens in the National Police's work environment. By doing this, it is hoped that *Viriya Crispy Fish MSMEs* can overcome the weaknesses of marketing reach.

WT (*Weaknesses - Threats*) strategy. Reduce weaknesses and avoid threats:

1. Product Diversification.
 - a. Diversify into other ingredient-based snacks (such as cassava chips or vegetables) to reduce the risk of fluctuations in fish raw materials. This action can be carried out on the basis that *Viriya Crispy Fish* already has strength in terms of brand and has been attached to the hearts of members of the National Police and other Police environments. So that by taking steps in the form of product diversification, it will not be an incriminating action.
 - b. Expanding distribution gradually, this action is carried out as an effort to maintain the *Viriya Crispy Fish* brand in order to be able to compete in the future with local brands that continue to emerge every day, *Viriya Crispy Fish MSMEs* can slowly expand distribution to stores or cooperatives outside the work environment of the National Police to run together with other local brands.

CONCLUSION

The study focused on the traditional stove craftsmen in Banjar Baru Village, Daha Selatan Subdistrict, Hulu Sungai Selatan District, where the majority of the population is involved in stove-making. The village was chosen for its unique focus on this traditional craft, despite having a relatively low level of welfare compared to surrounding areas. The research sought to understand the social and economic dynamics of this community by analyzing the conditions and challenges faced by stove craftsmen in this rural area. It also aimed to assess the impact of traditional craftsmanship on the welfare of local artisans, highlighting how these artisans contribute to both the local economy and cultural heritage. Furthermore, the study explored potential solutions and interventions to improve the welfare of these craftsmen, considering factors such as skill development, market access, and community empowerment. The findings indicated that while the stove-making industry is crucial for the local economy, there are significant challenges, including limited access to modern technology, low wages, and inadequate market reach. However, the craft's cultural significance remains strong, and with targeted interventions, there is potential for enhancing the welfare of the artisans and preserving this important tradition.

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