

Marketing Strategy for Processed Smoked Fish at Sipujuk Farm Ikur Koto Panjang, Koto Tengah, Padang West Sumatra

Strategi Pemasaran Olahan Ikan Asap di Sipujuk Farm Ikur Koto Panjang, Koto Tengah, Padang Sumatera Barat

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Abstract

Received
07 September 2023

Accepted
18 October 2023

This research was conducted in May 2022 in Ikur Koto Panjang Village, Koto Tengah District, Padang City. This research aims to analyze internal and external factors and marketing strategies in Sipujuk Farm; the internal factors in question are strengths and weaknesses, while external factors are opportunities and threats to the smoked fish marketing strategy at Sipujuk Farm. The method used in this research is the survey method by conducting interviews directly in the field and collecting data by filling out questionnaires. Respondents totaled nine people who were taken by purposive sampling with predetermined criteria. Data analysis techniques using SWOT analysis try to describe and analyze the level of advantages, disadvantages, opportunities, and threats as well as what kind of marketing strategies should be carried out by businesses in Sipujuk Farm Padang in marketing them. The results of this study are from the results of the analysis of internal factors obtained weighting score value on smoked fish business Sipujuk Farm Padang, namely for internal 2.89 and analysis of external factors received weighting score value on smoked fish business Sipujuk Farm Padang, namely 1.96. The strategy prioritized in the Sipujuk Farm smoked fish business is in the position I (aggressive strategy) to grow and develop, namely the SO strategy. These strategies include Maintaining product quality, expanding target marketing, utilizing certain parties when visiting to introduce smoked fish businesses both on social media and the real world, product quality that has the characteristic of being a differentiator from other smoked fish and a place of business that carries out overall fishery activities and maintains the image or image of the Sipujuk Farm Padang smoked fish business.

Keywords: Smoked Fish, Marketing, Sipujuk Farm, SWOT

Abstrak

Penelitian ini dilakukan pada bulan Mei 2022 bertempat di Kelurahan Ikur Koto Panjang, Kecamatan Koto Tengah, Kota Padang. Tujuan penelitian ini adalah untuk menganalisis faktor internal, eksternal dan strategi pemasaran yang ada di Sipujuk Farm, faktor internal yang dimaksud yaitu faktor kelebihan dan kelemahan sedangkan faktor eksternal yaitu peluang dan ancaman strategi pemasaran ikan asap di Sipujuk Farm. Metode yang digunakan pada penelitian ini yaitu metode survei dengan melakukan wawancara secara langsung kelapangan dan pengumpulan data dengan cara pengisian kuesioner. Responden berjumlah 9 orang yang diambil secara purposive sampling dengan kriteria yang sudah ditentukan. Teknik analisis data menggunakan analisis SWOT berusaha menggambarkan dan menganalisis tingkat kelebihan, kekurangan, peluang dan ancaman serta strategi pemasaran seperti apa yang harus dilakukan oleh usaha di Sipujuk Farm Padang dalam memasarkannya. Adapun hasil penelitian ini yaitu

dari hasil analisis faktor internal yang diperoleh nilai skor pembobotan pada usaha ikan asap Sipujuk Farm Padang yaitu untuk internal 2,89 dan analisis faktor eksternal yang diperoleh nilai skor pembobotan pada usaha ikan asap Sipujuk Farm Padang yaitu 1,96. Strategi yang diutamakan pada usaha ikan asap Sipujuk Farm ini berada pada posisi I (strategi agresif) tumbuh dan berkembang yaitu strategi SO. Strategi tersebut antara lain: Mempertahankan kualitas produk, memperluas target pemasaran, memanfaatkan pihak tertentu saat berkunjung untuk mengenalkan usaha ikan asap baik di media sosial maupun dunia nyata, kualitas produk yang memiliki ciri khas menjadi pembeda dengan ikan asap lainnya serta tempat usaha yang melakukan kegiatan perikanan secara keseluruhan serta menjaga citra atau image usaha ikan asap Sipujuk Farm Padang.

Kata kunci: Ikan Asap, Pemasaran, Sipujuk Farm, SWOT

1. Introduction

West Sumatra's fisheries sector is one of the leading sectors owned by West Sumatra. Due to the vast potential of inland fisheries, especially in the capital city, several parts of the region have areas in the development of inland aquaculture, one of which is Koto Tengah District. In 2016, fish production was recorded at 223,820.67 tons (Jeklin, 2016). The high level of fresh fish production is one of the problems that must be addressed, such as processing to extend the shelf aquaculture development, and processing is also one of the developments in the city of fisheries Padang production (Oktavia *et al.*, 2017). Production will not be separated from raw materials; according to Tambunan (2002), an essential factor related to the procurement of sufficient and readily available raw materials or the location of raw materials close to the production process significantly affects the sustainability of the business as well as the main internal and external factors of the company. The fish commodities used in processing are striped catfish and African catfish, which will be processed into smoked fish; processing fish into smoked fish aims to create a distinctive taste and extend the shelf life of processed smoked fish products, one of them is smoked fish or smoking (Kurniawan, 2021). Smoked fish is a way of preserving fish that uses smoke derived from wood or other natural materials. Smoking is done to protect fish and give a taste and aroma with different consumption characteristics (Murniyati *in* Latiro *et al.*, 2019).

According to Sirait (2018), the time required in the smoking process takes 12-14 hours. According to Adawyah (2007), the type of wood as the main ingredient in producing smoke or heat source determines the heat and aroma of the smoke produced and also affects the quality of the smoked fish. The types of fish smoked at Sipujuk Farm are catfish and striped catfish. High nutritional content and low cholesterol are catfish's advantages that consumers can use loss programs because they can reduce daily cholesterol intake in the diet (Andriani, 2014). Meanwhile, Catfish is one of the food sources of protein, with a protein content of 22.0% - 46.6%. Therefore, preparations made from Catfish can be an alternative source of protein (Adebayo *et al.*, 2016).

According to Taufik (2018), high and increasing production can be achieved through marketing activities involving various existing marketing institutions. According to Assauri (2017), the marketing reference strategy has four elements or variables (marketing mix). A marketing mix is a combination of several marketing system variables that companies can manage to influence the reactions of buyers or consumers. Sipujuk smoked fish was initially marketed at spice stalls and vegetable stalls in Padang City; at this time, it has been marketed in modern markets, namely retail stores and souvenir shops, but has yet to be well known by the public. In addition, smoked fish marketing has now penetrated the online market but has not been maximized in marketing. It is seen from the social media that it is not up to date and has not used a permanent admin and marketing team or the owner of Sipujuk Farm, so there is no focus on marketing Sipujuk smoked fish. So, the promotion carried out has yet to be effective, and must have a strategy for carrying out the promotion of Sipujuk Farm smoked fish. In addition, the facilities in marketing could be more adequate, and the owner who directly handles all business activities is sometimes less focused on the marketing field. Even though there are workers who help in the marketing field, they are not competent in their fields, so they are less effective in implementing marketing. The place of business is also a comparative study, as well as visits from institutions, schools, officials, and the public, which results in less focus on the owner in the field of marketing and poses a threat to the safety and comfort of the place of business, both for workers and cultured fish commodities. To explore the problems of the Sipujuk smoked fish business, especially in the marketing strategies carried out, it is necessary to analyze the internal and external factors in the Sipujuk Farm Padang smoked fish business. Thus, the title of this study is "Smoked fish marketing strategy at Sipujuk Farm, Ikur Koto Panjang Village, Koto Tengah District, Padang City, West Sumatra Province."

2. Material and Method

2.1. Time and Place

This research activity was carried out from May 09 to May 29, 2022, at Sipujuk Farm, Ikur Koto Panjang Village, Koto Tengah District, Padang City, West Sumatra Province.

2.2. Methods

This research seeks to describe and analyze the level of strengths, weaknesses, opportunities, and threats as well as how good smoked fish marketing strategies should be carried out by businesses in Sipujuk Farm Padang in marketing Sipujuk Farm smoked fish products in the future. The survey method can obtain data from a specific place naturally (not artificially) by collecting data, such as filling out questionnaires, structured interviews, etc. (Sugiyono *in* Sugesti *et al.*, 2019). This research is descriptive; a research method that describes the condition of an object according to what it is (Rahmayati, 2015). In collecting data, the technique used is purposive sampling, which takes specific data sources with specific considerations; someone or something has the information needed for researchers in the research process (Sugiyono, 2016).

The method of determining respondents in this study is a nonprobability method, namely a sampling technique that does not provide equal or random opportunities for each element or member of the appropriate population to be sampled. Thus, the respondents needed to answer the objectives of this study were nine people. The data contained in this study are primary data and secondary data. Primary data is obtained through questionnaires and interviews assisted by the Sipujuk Farm business workforce. Secondary data required is a literature study or reinforcing references in this study. The method of collecting data in this research process is carried out using interviews, directly interviewing respondents who have been allowed to become respondents conducted between the interviewer and the source of information or the person being interviewed through direct communication (Yusuf, 2018), distributing questionnaires and literature studies.

2.3. Data Analysis

A SWOT analysis determines the processed, smoked fish marketing strategy at Sipujuk Farm Padang. According to Rangkuti (1998), a SWOT analysis is an analysis that aims to obtain a strategy formulation based on the situation of the potential conditions of the research area. SWOT analysis is also used in identifying and evaluating internal and external factors based on logical thinking to maximize strengths and opportunities by minimizing the value of existing weaknesses and threats. The factors and stages of SWOT analysis used in this study are, according to Fatimah (2016), four main factors must be present in analyzing strategies, namely strengths, weaknesses, opportunities, and Threats. There is a SWOT analysis used in three stages, namely 1. IFAS analysis, EFAS analysis, EFE Matrix, and SWOT matrix (Dafid *in* Aliyah *et al.*, 2015).

3. Result and Discussion

3.1. General Situation of the Research Location

Sipujuk Farm is a business institution in the fisheries sector located not far from Baypas Padang road, precisely on Bakti ABRI road, RT 03/RW 05, Sikulek, Ikur Koto Panjang Village, Koto Tengah District, Padang City, West Sumatra. The Sipujuk location has an area of about 1.04 ha, surrounded by rice fields in Koto Tengah. The Sipujuk Farm business is an independently or individually managed business established in 2017 with the primary objective of cultivating and processing smoked fish. Over time, from 2019 until now, Sipujuk Farm has been used as a comparative study center for several institutions, such as Nagari/village-owned enterprises and certain agencies from several regions in West Sumatra.

3.2. Internal Factors in Smoked Fish Business

Internal factors related to the strengths and weaknesses of the smoked fish business. The advantages that can only be felt by the Sipujuk Farm Padang business or the internal conditions of the business, where this factor becomes a value or advantage that must be maintained in the Sipujuk Farm Padang smoked fish business. The following are the strengths and weaknesses of the Sipujuk Farm Padang business:

Profit. The location of the smoked fish business is strategic and utilizes supporting businesses around the location, the smoked fish business is an independent business concerned with the local community and has been a competitive, creative fish business in West Sumatra, producing other products, such as shredded fish and bone crackers, proves that Sipujuk Farm's business can develop further. The price of smoked fish varies according to marketing area/target market (affordable). a) Packaging is customized depending on the marketing location. B) Facilities and infrastructure at Sipujuk Farm are sufficient. c) Certified products (halal, P-RT, brand).

Weaknesses. Existing infrastructure has not been fully utilized, the production amount of striped catfish and African catfish smoked fish must still be fixed, and raw materials depend on the harvest and the success of the harvest; if the harvest fails, then production is disrupted, the quality of smoked fish products depends on the post-harvest process, and not utilizing social media optimally in the field of marketing.

3.3. Internal Factors Evaluation Analysis

The following are the results of processing Internal Evaluation Factors. The score is obtained by multiplying the weight and rating. The weighting produced in this study is the value given by experts or experts in their fields, carried out considering each factor listed that comes from within the Sipujuk Farm business in an interdependent manner. This means that the assessment of each factor point is by considering the level of importance or advantages that other companies do not necessarily have so that the calculation obtained becomes the internal value of the business (Sutawi *et al.*, 2016).

Table 1. Internal evaluation factors of Sipujuk Farm smoked fish business

Internal Strategy	Internal Factors	Weight	Rating	Score	
Strength	S1	The location of the smoked fish business is strategic and utilizes supporting companies around the area.	0,09	3,89	0,35
	S2	The smoked fish business is an independent business concerned with the local community and has been a competitive, creative fish business in West Sumatra.	0,16	3,89	0,62
	S3	Producing other products, such as shredded fish and bone crackers, proves that Sipujuk Farm's business can develop further in Sumatra.	0,13	3,89	0,51
	S4	The price of smoked fish varies according to marketing area/target market (affordable)ra.	0,08	3,89	0,31
	S5	Customized packaging depending on marketing location	0,10	3,78	0,38
	S6	The facilities and infrastructure at Sipujuk Farm are sufficient.	0,08	3,33	0,27
	S7	Certified products (halal, P-RT, and brand)	0,18	4,00	0,72
	Total			3,15	
Weakness	W1	Existing infrastructure has yet to be fully utilized.	0,03	1,22	0,04
	W2	The amount of striped catfish and African catfish smoked fish production is not fixed (limited quantity)	0,06	1,78	0,11
	W3	Raw materials depend on crop yields and harvest success; if the harvest fails, production is disrupted.	0,04	1,22	0,04
	W4	The quality of smoked fish products depends on the post-harvest process.	0,03	1,33	0,04
	W5	Not utilizing social media optimally in the field of marketing.	0,02	1,89	0,04
	Total	1,00		0,26	

External factors related to smoked fish business opportunities and threats. Opportunity is an opportunity that can be obtained from environmental conditions outside the place of business that can be profitable and can even become a weapon to advance a Sipujuk Farm smoked fish business. Threats are the opposite of opportunities that can interfere with the smooth running of Sipujuk Farm's smoked fish business.

Threat. a) The community does not know about smoked fish products and how to process them, b) smoked fish competes by offering lower prices, c) seller/reseller returns unsold products, d) theft and outside interference (location may not be secure), d) the effect of weather on the fish raised that will be used as the primary raw material for smoked fish, e) price increases from seed suppliers or the price of necessities from the Sipujuk business, and f) Barriers to market entry

Opportunities. a) External interest in Sipujuk Farm's business progress, b) institutional visits from various partners, c) market demand that still needs to be fixed has the opportunity to know the wants and needs of consumers for Sipujuk smoked fish products, d) consumer propensity for product variety, e) export opportunities opened, f) technological developments open up opportunities for the products offered.

3.4. External Factors Evaluation Analysis

The following are the results of data processing using Mc. Excel external evaluation factors. The score is obtained by multiplying the weight and rating and getting EFE results: opportunities 2.55 and threats 0.59. The score is obtained by multiplying the weight and rating with the EFE results: opportunities 2.55 and threats 0.59. Then, the total score of external factors is 3.14. The most significant opportunity factor lies in accepting visits and comparative studies for certain parties (1st), given a score of 0.72. This factor will be an opportunity as well as a characteristic possessed by the Sipujuk smoked fish business, which can increase income and government assistance in advancing the Sipujuk smoked fish business so that in marketing, Sipujuk can do it directly and be more controlled and know the amount of smoked fish production because, before the outside party visits, they communicate first before arriving at the smoked fish business location. According to Fanindi (2018), the profit obtained is influenced by the amount of production sold minus costs. The greater the output with fixed prices and costs, the higher the yield (Hendrik, 2022).

Table 2. External evaluation factors of Sipujuk Farm's smoked fish business

External Factors	External Factors	Weight	Rating	Score
Opportunity	O1 External interest in Sipujuk Farm's business progress	0,18	4,00	0,72
	O2 Institutional visits from various partners	0,15	3,89	0,58
	O3 Market demand that is not fixed has the opportunity to know the wants and needs of consumers for Sipujuk smoked fish products.	0,10	3,33	0,33
	O4 Consumer propensity for product variety	0,05	3,78	0,19
	O5 Export opportunities opened	0,12	3,78	0,45
	O6 Technological developments open up opportunities for the products offered.	0,07	3,89	0,27
	Total			
Threats	T1 The community must learn about smoked fish products and how to process them.	0,03	1,67	0,05
	T2 Smoked fish competes by offering lower prices.	0,04	1,78	0,07
	T3 Seller/reseller returns unsold products	0,05	1,67	0,08
	T4 Theft and outside interference (location may not be secure)	0,03	1,56	0,05
	T5 The effect of weather on the fish raised will be used as the primary raw material for smoked fish.	0,03	2,00	0,06
	T6 Price increases from seed suppliers or the price of necessities from the Sipujuk business	0,10	2,11	0,21
	T7 Barriers to entering new markets	0,05	1,44	0,07
Total		1,00		0,59

Meanwhile, the most significant threat factor lies in the 6th threat, namely the increase in basic prices, such as the price of seeds and raw materials for making fish feed, with a score of 0.21, but this happens at certain times, the threat that is important to note in the 3rd indicator is related to the unsold smoked fish on the market and is withdrawn with a score of 0.08. This is important because it is related to marketing. A strategy that needs to be adequately implemented causes a loss to Sipujuk's business. From the results of these internal and external factors, resulting in strengths of 3.15, weaknesses of 0.26, opportunities of 2.55, and threats of 0.59 from this series of scores, it can be seen that the position of the Sipujuk smoked fish business in Padang City, especially about marketing, is where the results of internal factors are 2.89. The effects of external factors are 1.96.

In a study conducted by Murti with the title Marketing Strategy to Increase Sales Turnover at Duo Sister Hijab Shop Bengkulu City, using SWOT analysis in the 2020 Insani Capital Management Journal also concluded that internal and external factors, namely showing that the range of numbers and score values in this study are by the results that previous studies have done and refer to the theory by Dafid developing the IFE and EFE matrices (David *in* Aliyah *et al.*, 2015) related to this research.

3.5. SWOT Analysis

After getting the score from the weight and rating, the next step is to determine the position of the business in the quadrant using the position matrix. Based on the table above, the internal axis value is greater than 0, namely 2.85, and the external axis value is greater than 0, namely 1.84. The position of the coordinate points can be seen in Figure 1.

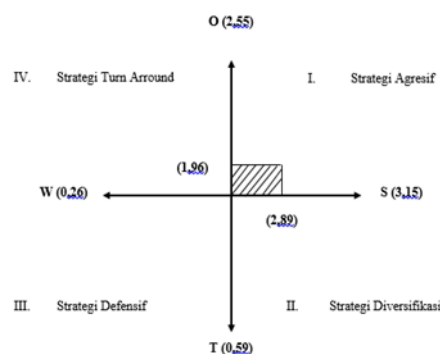


Figure 1. SWOT position matrix

From the results of the internal and external matrix obtained, the total weighting score on the Sipujuk Farm Padang smoked fish business is 2.89, which is the difference between strengths (3.15) and weaknesses (0.26). For the external, namely 1.96, what is the difference between opportunities (2.55) and threats (0.59)? This shows that the Sipujuk Farm smoked fish business in Padang city is in the position I, namely the Aggressive Strategy, which is a very favorable condition for the smoked fish business. This situation in addition to the advantages possessed, the opportunity factor can be utilized by the owner of the Sipujuk Farm smoked fish business in Padang City which has been described in the SWOT strategy matrix analyzed in this study.

According to the results of Annisa (2020), position I in the SWOT quadrant is a strategy that maximizes strengths and opportunities so that all strengths and opportunities can be utilized properly and effectively.

3.6. SWOT Strategy Matrix

The SWOT matrix is used to compile the strategic factors of Sipujuk Farm's smoked fish business. This matrix illustrates the external opportunities and threats Sipujuk Farm's smoked fish business faces. The results of the SWOT strategic matrix analysis of the Sipujuk smoked fish business can be concluded that these internal and external factors are only owned by the Sipujuk Farm business and can be done by the Sipujuk Farm smoked fish business, all depending on conditions and situations. Thus, the highest score value in the calculation and explanation can be seen for the following reason:

SO strategy. In the SWOT analysis process, the tool used is the SWOT matrix. This can create SO or Strength Opportunity, a strategy that uses strengths to take advantage of opportunities in the Sipujuk Farm Padang Smoked Fish business.

- a. The strategic location of the business location, the strategic place of the business according to Adli et al. (2015), determining the site is very influential in determining whether the company is progressing or not, has the characteristics of a strategic location, namely being in a community environment that is enthusiastic about purchasing a relatively high product, ample parking, place on the side of the road, T-junction, or intersection and mobility is relatively high. Make it easy for certain parties to visit and conduct comparative studies of Sipujuk's business. This strategy combines strength 1 and Opportunity 1, with a weight value of 0.10 and 0.11 for a rating value of 3.89 and 4.00 with a total score of 0.46.
- b. Affordable prices, packaged and durable, which is an attraction for consumers. Over time, a good and desirable product can be seen from the packaging. Packaging/packaging is a form of design of a container or place for a product that is attractive and has its characteristics among other similar products (Tika *in* Istiana et al., 2022). The traits possessed by Sipujuk Farm are an attraction that creates a consumer's desire to buy Sipujuk Smoked Fish; smoked fish that consumers usually find does not use packaging. This strategy combines Strength 4 and Opportunity 4, with a weight value of 0.10 and 0.11 for a rating value of 4.00 and 3.78, with a total score of 0.83.
- c. Maintaining product quality can expand the target marketing area by following technological developments. Raising the target marketing areas is very important in increasing the promotion of Sipujuk Farm smoked fish while still optimizing the existing market by maintaining the loyalty of Sipujuk Farm customers. Strength 2 and Opportunity 6 have a weight value of 0.10 and 0.11 for a rating value of 3.89 and 3.89, with a total score of 0.83.
- d. Maintaining product image, such as keeping the good name of certified products and good infrastructure facilities, will provide good opportunities for exporting smoked fish. Sipujuk Farm Strength 7 & 8 and Opportunity 5 have a weight value of 0.09 & 0.10, and 0.11 for a rating value of 3.33 & 4.00 and 3.78 with a total score of 1.12.

Thus, the SO strategy with the highest score value of 1.12 combines the Strength 7 & 8 and Opportunity 5 strategies. This shows that Sipujuk Farm can pay attention to these three indicators for the progress of the Sipujuk smoked fish business regardless of another approach. All systems can benefit the Sipujuk Farm smoked fish business in this SO position.

WO Strategy. This weaknesses opportunity strategy can create a plan to minimize weaknesses by taking advantage of opportunities in the Sipujuk Farm Padang Smoked Fish business. This strategy is based on utilizing existing options by minimizing existing weaknesses.

1. The changing consumer demand for smoked fish can determine the future production of smoked fish. A presentation will encourage the marketing process; this can be seen by market demand, which tends to change every month. Sipujuk Farm, this time, has carried out a strategy in the production process, in contrast to the previous year, producing as much as possible so that a lot of smoked fish is well-spent and it takes a long time to introduce smoked fish products to buyers. This strategy combines weaknesses 3. Opportunity 3 has a weight value of 0.03 and 0.1 for a rating value of 1.22 and 3.33, with a total score of 0.36.
2. They are utilizing certain parties in visiting to introduce the smoked fish business both on social media and not. Indirectly, outsiders who visit Sipujuk Farm, as well as students and students who conduct internships/research activities will make Sipujuk's business known to the public. At this time, the power of social media cannot be denied; this will be a good opportunity in the future for the Smoked Fish business at Sipujuk Farm. This strategy combines Weaknesses 5 Opportunity 2 with a weight value of 0.05 and 0.11 for a rating value of 1.22 and 3.89 with a total score of 0.49.

The WO strategy with the highest score value of 0.49 combines the Weaknesses 5 and Opportunity 2 strategies. This shows that with the weaknesses owned and the great opportunities that have been decided with the combination for Sipujuk Farm Business.

ST Strategy. The strengths are the strategic location, acceptance of outside visits, and employment of local people, but offering lower prices than other smoked fish businesses threatens Sipujuk Farm's marketing. Therefore, with these advantages, the public is wiser in choosing from the quality provided by Sipujuk, which can ward off external threats. This strategy combines strength 1 and treat 2 has a weight value of 0.09 and 0.04 for a rating value of 3.89 and 1.78 with a total score of 0.42.

1. They were offering new products if smoked fish were sold at specific market locations for continued smoked fish sales in the future. Marketing of the Sipujuk Farm Business was initially only Patin, and Catfish smoked fish products, with many visits and attracting the attention of the Padang city fisheries extension service. Thus, the extension service fostered the Sipujuk Farm Padang business to produce new products. Consumers glimpsed this new product, but the production of this new product was carried out when there were visits and requests only. These strategies combine strength three and treat three and have a weight value of 0.13 and 0.05 for a rating value of 3.89 and 1.67, with a total score of 0.59.
2. The strategic location is less likely to cause crop failure, and the procurement of raw materials can be controlled. Before this business was established, the owner had checked the location for a fish pond and what fish were suitable for water quality; the appropriate fish were striped catfish and Catfish. Over time, the maintenance was carried out intensively, and the number of ponds for cultivation at this time, but during maintenance, of course, it cannot be separated from the influence of nature, which cannot be controlled, but crop failure and death can be overcome by Sipujuk Farm Padang. This strategy combines strength one and treats 5 with a weight value of 0.09 and 0.03 for a rating value of 3.89 and 2.00 with a total score of 0.41.

ST strategy, with the highest score value of 0.59, combines strength three and treatment strategies. This shows that offering new processed products is one of the strategies that must be carried out, proving that the marketing of smoked fish business products can develop more advanced and keep up with the times (more flexible and efficient).

WT Strategy. This strategy is often associated with a defense strategy, meaning that a business is at a low point in running but can still survive by minimizing its weaknesses and avoiding existing threats.

1. The infrastructure that needs to be appropriately utilized relates to storing products that must be safe for smooth marketing. Storage of unsold smoked fish products should be held first until the smoked fish pulling process is complete so that the product is well organized. Combined with weaknesses 1 and treat 3, this strategy has a weight value of 0.03 and 0.05 for a rating value of 1.22 and 1.67 with a total score of 0.12.
2. Utilizing social media properly and carefully so that the negative impact of social media can be avoided so that entering new markets is easier because it has been previously known and communicated through social media. Although, at this time, Sipujuk Farm's social media is said to be inactive, the owner can certainly collaborate with experienced people. Combined with weakness five and treat 7, this strategy has a weight value of 0.02 and 0.05 for a rating value of 1.22 and 1.44, with a total score of 0.09.
3. Pay attention to the maintenance of the primary raw materials so that losses can be minimized in the event of an increase in seed prices or the cost of goods. The weaknesses that have existed are unquestionably lessons for Sipujuk Farm's business in the future. The primary raw material that determines the production of Sipujuk Farm's business must be considered, such as in the maintenance of Patin Fish and Catfish; the feed provided must also be considered and taken into consideration for the continuity of Sipujuk Farm Padang's smoked fish business. Combined with *weaknesses* three and treatment 6, this strategy has a weight value of 0.03 and 0.10 for a rating value of 1.22 and 2.11 with a total score value of 0.25.

The WT strategy with the highest score value of 0.25 combines weaknesses three and three six methods. Sipujuk Farm smoked fish business oversees several fields such as cultivation, feed making, and fish processing. Of course, preparing raw materials is essential because it is the main factor in producing raw materials independently.

4. Conclusions

The results of the research obtained regarding the Marketing Strategy of the Sipujuk Farm Smoked Fish Business in Ikur Koto Panjang Village, Koto Tengah District, Padang City, West Sumatra Province, concluded that: a) the value of the results of the analysis of internal factors obtained from the total score value of weighting in the Sipujuk Farm Padang smoked fish business, namely for internal 3.33 and the difference in score value in determining the quadrant position of strengths (3.09) and weaknesses (0.24) is 2.85. b) Analysis of external factors with a total weighting score on the Sipujuk Farm Padang smoked fish business is 3.08, and the difference in the score value of opportunities (2.46) and threats (0.62) is 1.84. With the highest threat level of 0.13 (main threat / major threat) c) The primary strategy recommended for the Sipujuk Farm smoked fish business is in the

position I (aggressive strategy) to grow and develop, namely the SO strategy. A system that can take advantage of all points of strength factors to maximize the maximum opportunity.

5. Suggestion

It is hoped that future researchers will further explore the problems in the Sipujuk Farm smoked fish business to design plans for other fields such as cultivation, feed making, and marketing that the Sipujuk Farm Padang can use the smoked fish business. It is recommended that in the preparation of raw materials for smoked fish, Sipujuk must have additional raw materials from outside Sipujuk so that in the event of a crop failure or sudden increase in demand, it can be overcome and not only rely on the production of self-cultivated fish.

6. References

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