

## SMOKED FISH BUSINESS DEVELOPMENT STRATEGY IN BANYUASIN REGENCY, SOUTH SUMATERA PROVINCE



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### Abstract

Business development is carried out to improve quality and competitiveness to obtain more profits. Analysis of Strengths, Weaknesses, Opportunities, and Threats can help Panca Jaya smoked fish business to analyze how business development strategies must be implemented and appropriate because in carrying out this business Panca Jaya experiences ups and downs in this business. The method used is SWOT analysis and SWOT matrix. The results showed that Panca Jaya's smoked fish business was in the type I quadrant, where this position indicated that the smoked fish business was in strong condition and had many opportunities. The right strategy in developing the Panca Jaya smoked fish business is to utilize product quality which can be used as a superior commodity by utilizing abundant raw materials. Sungai Rengit Village, Banyuasin Regency can become one of the largest smoked fish business centers in the province of South Sumatra.

**Keywords:** Business Development, Smoked Fish, SWOT, IFAS, EFAS

## INTRODUCTION

Fish is a source of food, which is a good source of protein for the human body. Apart from being beneficial for the human body, fisheries can increase income and provide job opportunities as well as an alternative source of non-oil and gas foreign exchange. One of the fish producers in South Sumatra Province is Banyuasin Regency which has large potential for fisheries resources including capture fisheries (sea and public waters) and aquaculture (pool, ponds, and cages). In 2021 the total capture fisheries production for marine fisheries is 48,466.93 tons, while public water fisheries are 10,620.83 tons (BPS Banyuasin, 2021). Aquaculture production is presented in the following table.

**Table 1**  
**Aquaculture Production in Talang Kelapa District Banyuasin Regency (tons) 2019 – 2021**

Year	Aquaculture Production		
	Pool	Cage	Pond
2019	21,799.49	103.75	18,399.83
2020	22,442.28	106.73	18,941.51
2021	27,298.00	110.00	15,316.00

Source: (BPS Banyuasin, 2021)

Fishery products are products that are easily damaged or do not last long, so it is necessary to make an effort so that the results of fish cultivation are not only sold in fresh form but also in the form of preservation to make them last longer. One of the uses of processed fish to fulfill consumption needs is through smoked fish. A smoked fish processing business is generally a small business, but if this business is developed it will become a medium-sized business and even a large business.

Business development is carried out to improve quality and competitiveness to obtain more profits. According to Afridhal (2017); and Karmini & Karyati (2020) the development of small businesses as the basis of the people's economy is one of the strategic steps that need to be followed up with concrete steps and is expected to improve the regional economy through improving the welfare of businessman. SWOT analysis can help business people to analyze how their business development strategy should be implemented. SWOT analysis is an important situation analysis method that aids managers in recognizing organizational and

environmental elements (Gurel & TAT, 2017). The SWOT matrix is used to assess the company's strategic factors and to explain how the company's external opportunities and threats can be balanced against its strengths and weaknesses (Rangkuti, 2014); (Çelik et al., 2012); (Sonia et al., 2020).

One of the small businesses that manage smoked fish is Panca Jaya, which is located in Sungai Rengit Village, Banyuasin Regency. Based on brief observations made by researchers at the location of this smoked fish business, it has not been able to develop as expected, because most of the people prefer to work as farm laborers and laborers in fish ponds. This smoked fish business is a promising industry because the location of the business is in the largest catfish-producing area in South Sumatra Province, the price of fish is relatively cheap, and the public's interest in processed smoked fish is still high. Many factors become obstacles in the development of the smoked fish business carried out by the Panca Jaya business. However, this business has good prospects, considering that consumer demand for smoked fish is still quite high, both consumers within Banyuasin Regency and outside the Regency. By doing a SWOT analysis, external and internal factors can be obtained that can be used in formulating a business development strategy that is suitable for the Panca Jaya smoked fish business.

## **REVIEW OF LITERATURE**

The creation of a business involves forethought, drive, and creativity and is fundamentally a shared obligation between the community and the government (Rengifurwarin et al., 2018). In general, a businessman in developing their business must be able to see an opportunity where others are unable to see it, seize opportunities to start a business, and run a business successfully. According to Humaizar (2010), the way of business development is divided into three, (1) expansion upstream or downstream; (2) business diversification; and (3) selling the business. Increasing sales, forming alliances, providing consumers with value, growing organizations, entering new markets, and coming up with new business models are all necessary for business development (Scaringella, 2018), if this business development is successful, more jobs and a larger workforce will be generated absorbed (Karmini & Karyati, 2020).

This analysis is predicated on the notion that a successful strategy will emphasize opportunities and strengths while minimizing threats and weaknesses. The results of Zuliarni's research (Zuliarni, 2017) suggest that from several internal and external environmental factors, there are eight strategies for developing fish processing businesses that can be implemented. Meanwhile, Junianingsih (2014); (Abdi et al., 2013) revealed that the SWOT matrix analysis used to compare internal and external factors obtained four business development strategies that became the main priority because they had an important role. Strong support and commitment from various related parties is one of the main things in business development (Istiqomah & Andriyanto, 2018). The same thing was also stated by Kholil & Mutiara (2018) that government involvement is needed in business development by providing capital assistance to enhance output, conducting training, and technical assistance to improve product quality.

The SWOT matrix contains strengths, opportunities, weaknesses, and threats, to facilitate the preparation of alternative business development strategies. The SO strategy allows the businessman to take advantage of opportunities through their internal strengths. Utilizing opportunities while minimizing vulnerabilities is the goal of the WO approach. The ST strategy optimizes strengths in avoiding threats, and the WT strategy focuses on minimizing weaknesses and avoiding threats (Rangkuti, 2014); (Benzaghta et al., 2021).

Strength analysis focuses on instances or circumstances that are the advantages and aspects of a company's strengths (Namugenyi et al., 2019); (Osita et al., 2014). Each business or organization must conduct this analysis to evaluate its advantages and disadvantages in comparison to those of its rivals (Quezada et al., 2019). Furthermore, analysis of weaknesses in one or more resources or capabilities of an organization or company against its competitors which is a serious obstacle to the progress of the organization or company (Quezada et al., 2019); (Gurel & TAT, 2017). According to Nikolaou et al. (2011) to ensure that a well-organized plan will effectively achieve the intended goals, weaknesses that turn into hurdles must be avoided. Opportunities identify ways to grow in the future and demonstrate how the strategy will benefit from events and circumstances that are external to the organization or business (Quezada et al., 2019); (Thomas, 2019); (Makkarennu et al., 2018). The next external factor is the threat, as a result of the weaknesses possessed by the organization or

company. Threats can become an obstacle to a business if it is not immediately addressed both in the present and the future (Rajendran & Pagel, 2020); (Sandybayev & Derkan, 2015).

## **RESEARCH METHOD**

This study was carried out at Panca Jaya Salai Fish Business, with Sungai Rengit Village, Banyuasin Regency, as the research site. The proprietor of the Panca Jaya smoked fish business is the case unit for the case study method of research, which is used to gain a deep insight into the individual and the issues he faces by knowing the individual in an integrative and comprehensive way. In-depth interviews and literature reviews served as the data collection methods in this study. Data analysis was carried out using Strengths, Weakness, Opportunities, and Threats (SWOT) analysis by looking at external and internal factors from the conditions that occurred in the smoked fish business. Next, determine the SWOT matrix, according to Taherdoost (2021); (Ommani, 2011) in the SWOT matrix, opportunities to spot fresh development and progress, weaknesses to identify inadequacies in a company's critical capabilities, threats to change external factors and the company's environment, and strengths to identify a company's competitive advantages are all assessed. The SWOT matrix is utilized in this study to create a smoked fish business plan that precisely outlines the opportunities and threats faced, allowing it to be modified to the strengths and weaknesses of the company by creating four potential alternative strategies. There are four types of strategies (1) SO strategy (using strengths to seize opportunities), (2) WO strategy (minimizing weaknesses to seize opportunities), (3) ST strategy (using strengths to seize opportunities while fending off threats), and (4) WT strategy (minimizing weaknesses while seizing opportunities while avoiding threats). From the SWOT matrix, the position of the smoked fish business can be described in the SWOT diagram.

## **RESULTS AND DISCUSSION**

According to the study's findings, the Panca Jaya smoked fish business is influenced by both internal and external factors. To choose the best approach for Panca Jaya's business optimize its strengths and minimize its flaws, internal elements must be identified. The findings of the IFAS calculation on the Panca Jaya smoked fish business are displayed in the following Table 2.

**Table 2**  
**Internal Strategy Factors for Panca Jaya Smoked Fish Business**

No.	Internal Factors	Weight	Rating	Score
<b>Strength</b>				
1.	Abundant raw materials	0.09	4	0.36
2.	Raw materials are easy to obtain	0.09	4	0.36
3.	Existence of workforce	0.09	4	0.36
4.	Innovation in the implementation of marketing strategies	0.09	4	0.36
5.	Marketing coverage inside and outside Sungai Rengit village	0.09	3	0.27
6.	Production results meet market needs	0.09	4	0.36
7.	Wide variety of products	0.09	4	0.36
8.	Use of modern and traditional tools and technology	0.09	3	0.27
<b>Total Strength</b>		<b>0.73</b>		<b>2.70</b>
<b>Weakness</b>				
1.	Poor quality of labor	0.09	4	0.36
2.	Capital abuse	0.09	4	0.36
3.	The role of the surrounding community tends to be passive	0.04	3	0.12
4.	There is no cooperative	0.05	4	0.20
<b>Number of Weaknesses</b>		<b>0.27</b>		<b>(1.04)</b>
<b>Total Internal Factors (IFAS)</b>		<b>1.00</b>		<b>1.66</b>

Source: Data processing results, 2023

Based on Table 2, shows that the strength factors that have the highest score are 6 points, that is abundant raw materials, easy-to-obtain raw materials, availability of labor, innovations in marketing strategies, smoked fish products meet market needs, and product variations. Abundant raw materials are the strength of this business because the location is close to fish ponds which are the main ingredient in smoked fish processing. The size of patin fish that is commonly used is weighing 8 ounces/fish. The large size and weight of the fish are the main attraction for smoked fish buyers. The soft and thick texture of fish meat is the choice for smoked fish fans. This fresh and alive fish is the choice of the Panca Jaya smoked fish business owner to be used as smoked fish so that the taste and texture of the smoked fish are of good quality. This good quality of raw materials is a strength of Panca Jaya's smoked fish business. Raw materials and main materials become general purpose or made to order

which are used in the production process and become important things in production besides labor and capital (Niewiadomski & Pawlak, 2016); (Chukwuemeka et al., 2022). Good smoked fish processing results, depending on the raw materials used and the correct processing method. Good quality raw materials will produce good products too. According to Ulhaq et al., (2022) stated that product quality is an important factor affecting the level of development and progress of a business.

The workforce used by business owners is the local community who are used to processing fish. However, the management of fresh fish into smoked fish is a new experience for the workforce employed in this smoked fish business. Sungai Rengit Village is the largest catfish center in South Sumatra Province, almost 40 tons of fresh fish come out of Sungai Rengit Village every day to be marketed to the Jakabaring wholesale market in Palembang City. The life of the surrounding community works only as fish pond laborers and fish feed producers so that the surrounding community understands enough about these pond fish. The existence of a workforce close to the place of business, where the business owner employs 3 people from the surrounding community with different roles. The residence of these workers is not far from Panca Jaya's place of business, thereby reducing the operational costs of these workers.

That varies with each of the weights and ratings are 0.36 and 4. These six factors are a strength for Panca Jaya's smoked fish business for business continuity and business development in the future. The IFAS also shows the weaknesses of the Panca Jaya smoked fish business, and the role of the surrounding community which tends to be passive with a weight of 0.04 and a rating of 2. This is due to the pattern of the surrounding community who are used to being pond laborers and fish feed producers. The average livelihood of the people of Sungai Rengit village is gardening, raising livestock, and cultivating. The majority of the work of the people of Sungai Rengit village are farmers and pond laborers because Sungai Rengit village is the largest catfish producer in South Sumatra Province. It is this work routine that makes the village community lack innovation to increase the selling value of the abundant fish produce. These weaknesses can be an obstacle for smoked fish businesses in developing their business. Therefore, the business owner is working with

Vocational High Schools around Sungai Rengit village to carry out simple training in smoked fish processing with the hope of fostering student interest in this business.

The results of the IFAS analysis on the Panca Jaya smoked fish business which includes all internal factors (strengths and weaknesses) with a total score of 1.66 which means the Panca Jaya smoked fish business has strong strengths and can be utilized for business continuity.

The findings of the EFAS calculation for the smoked fish industry in Panca Jaya are shown in Table 3 below.

**Table 3**  
**External Strategy Factors for Panca Jaya Smoked Fish**

No.	External Factors	Weight	Rating	Score
<b>Opportunity</b>				
1.	Smooth road access	0.09	4	0.36
2.	Good power grid condition	0.09	4	0.36
3.	The condition of the clean water network is smooth	0.09	4	0.36
4.	A building where smoked fish processing is equipped with technology	0.09	4	0.36
5.	Sufficient supporting equipment in the marketing of smoked fish	0.09	4	0.36
6.	There is an active role from the local government	0.07	3	0.21
7.	Capital assistance from the local government	0.09	3	0.27
	<b>Number of Opportunities</b>	<b>0.61</b>		<b>2.28</b>
<b>Threat</b>				
1.	Unused smoked fish processing building	0.07	3	0.21
2.	A similar businessman in the Rengit River	0.09	3	0.27
3.	Unpredictable weather conditions	0.07	3	0.21
4.	There is no fish waste treatment yet	0.07	4	0.28
5.	Prices of similar business competitors	0.07	2	0.14
	<b>Number of Threats</b>	<b>0.39</b>		<b>(1,11)</b>
	<b>Total External Factors (EFAS)</b>	<b>1.00</b>		<b>1.17</b>

Source: Data Processing Results, 2023

From the calculation results shown in Table 3, the EFAS on the Panca Jaya smoked fish business shows that the main external factors that have the highest opportunity scores are related to road access, good electricity and water networks, supporting equipment in

marketing smoked fish that is sufficient but active role and capital assistance from the local government is still low.

These factors are an opportunity for the business, good road access from inside the village to outside the village because the village is passed by the road from Palembang city to Jambi Province, so there are many modes of transportation and are not an obstacle for business owners to bring smoked fish products outside the village and even to other areas outside the Province of South Sumatra. The village is already electrified, while the availability of water still utilizes well water, ground water with good quality water. However, the active role and capital assistance from local governments is still low. Based on the results of interviews with business owners, the capital used still comes from their own capital and family assistance, while capital assistance from the government has never been received. The business owner also does not apply for a loan from the bank, this is because the business owner is worried that he is unable to pay the loan installments. The initial capital of the business owned by the business owner is 1-2 million rupiah, which comes from personal funds. In developing the business, the owner only relies on additional capital from accumulated business profits, loans from cooperatives, and borrowing from relatives/friends. While running the business, the owner feels that the capital he has is still insufficient to develop the smoked fish business. Currently, the gross turnover of the Panca Jaya business is 7-8 million rupiah per month, and the owner's capital is 4-5 million rupiah. From the results of interviews, business owners are optimistic that with limited capital they can continue to run their business because of the abundance of raw materials, the ease of obtaining them, the relatively low prices of raw materials and the high consumer demand for smoked fish. Business capital influences the development of micro-enterprises and company innovation, this is what found Kalkan et al., (2015); (Kalac et al., 2015), and (Sombolayuk et al., 2019), because running a business requires a certain amount of funds, both from loans and personal capital.

The EFAS table also shows the main threat factors for the Panca Jaya smoked fish business, the price of competitors from similar businesses with a weight of 0.07 and a rating of 2 and a score of 0.14. The price of competitors for similar businesses is a threat because this smoked fish business is not only produced in Sungai Rengit village, but in other areas in

South Sumatra Province and even outside South Sumatra Province. Therefore, the level of competition between smoked fish businesses is very tight which can affect the sustainability of Panca Jaya smoked fish businesses.

Product quality and price are very important in this business, even though the products sold are the same, the quality of smoked fish and prices adjust to the quality of the product, so this business can continue. The Panca Jaya business owner has anticipated this business competition, by continuing to make improvements and innovations so that smoked fish products can last a long time, not easily moldy, dry evenly, and have good color appearance. Product quality can also be affected by packaging, so business owners continue to improve the quality of packaging used with good and hygienic material choices. Marketable packaging can increase competitiveness with similar food products. Product quality and packaging make products marketed competitive (Kusnandar et al., 2021), therefore packaging design development is needed to produce more varied quality of packaging (Prasetya et al., 2020). Business owners use plastic wrap with a thickness of 0.6mm. Previously, business owners used a vacuum sealer, but this was difficult to implement because often the leaky plastic was punctured by the hard bones of the smoked fish, so the use of the vacuum sealer was no longer continued.

The results of the EFAS analysis on the Panca Jaya smoked fish business which includes all external factors show a total score of 1.17 which means this business has strong enough opportunities and threats so that the owner is expected to continue to develop his business so that it continues and compete well.

According to Farhangi et al. (2012); (Alptekin, 2013); and (Arshad et al., 2017) to build a sort of strategy, the SWOT matrix can assess strengths and weaknesses as well as threats and opportunities. Strengths-opportunities (SO), Weaknesses-opportunities (WO), Strengths-threats (ST), and Weaknesses-threats (WT) are these four categories. To inform the anticipated future strategy, the SWOT matrix effectively examines internal factors as well as external factors.

The SO strategy of the Panca Jaya smoked fish business is to utilize all strengths by making the most of opportunities. These strategies are (1) improving product quality because raw materials are available and simple to acquire from fish producers. The business owner

continues to innovate in the processing of smoked fish while maintaining the size and freshness of the fish which has an impact on the taste of the smoked fish itself, and continues to collaborate with fish producers. The next strategy is (2) businessmen can increase their marketing reach even wider by optimizing marketing using social media or e-commerce. Advances in information technology cannot be ignored, convenience in shopping is a trend in today's society. Selling online by utilizing social media is an option for business people. The use of information technology has made a lot of efforts to increase business competitiveness by emphasizing information management. According to Basry & Sari (2018); (Yamani et al., 2019) the use of information technology among micro businesses is still and very limited. Limited capital, hesitation to invest, and lack of human resources who understand technology are the main reasons. Likewise, with the Panca Jaya business, this business also takes advantage of advances in information technology to expand the marketing area, the owner uses social media in the form of Facebook, to introduce his smoked fish products. This business was successful so that business owners were able to market smoked fish to Aceh and several cities on the island of Java. The findings of Munizu (2014) state that information technology has a significant effect on competitive advantage in the food and beverage industry in South Sulawesi. The same thing was also stated by Mukhtar et al., (2020) and Chalimi et al., (2021) that there is an effect of the use of information technology on income and economic development of micro, small, and medium enterprises. Apart from taking advantage of advances in information technology, several previous studies have stated that marketing smoked fish is a profitable business, by involving young people who have not found work or by utilizing the involvement of intermediaries such as wholesalers and retailers (O. J. Olaoye et al., 2017); (Hamid, 2020). The next strategy (3) is optimizing technology in the processing of smoked fish and marketing. At the beginning of the business, the place for processing smoked fish was very simple, using only booths made of wood and roofs made of coconut leaves. Meanwhile, to produce smoke, business owners only use firewood. After some time, the business was running, and the smoking booth caught fire because it used flammable materials. The business owner renovated the smoking booth by using tin walls and roof and a steel frame so that the smoking booth is heat resistant. The next obstacle is the uneven smoking of the fish, so the results of dry-smoked fish are uneven and easily

moldy. Therefore, business owners change the use of firewood with husks, where the advantages of using husks are long-lasting and uniform heat, so smoked fish is good, dries evenly, has good color, and is not easily moldy. Currently, the business owner has a good smoking booth with 3 levels of smoking racks that can accommodate as many as 60-65 kilograms of fish.

The WO strategy is the next one, which is built on maximizing possibilities while reducing the company's vulnerabilities. The identification of the WO strategy is (1) improving the quality of the workforce with simple training to improve performance. Even though the number of workers in Panca Jaya Enterprises is only 3 people, it is necessary to improve the quality of these employees with simple training. With the level of education owned by the business owner, namely master (S2), it is not difficult to provide proper smoked fish processing training, starting from cleaning the fish to packaging. According to Rodriguez & Walters, (2017); (Esha, 2019), and (Elnaga & Imran, 2013) training is a stimulant that workers need to improve performance and abilities, not only maximizing performance but can helping workers become more efficient, productive, and motivated, and innovative at work. In processing smoked fish, the business owner participates and accompanies the 3 workers. Business owners can directly explain the process of good smoked fish processing and practice it right away. However, from the explanation of the business owner, the time spent on smoking and maintaining the fumigation for 4-5 days is still carried out by the business owner. The next strategy is (2) increasing relations/networking and communication with the surrounding community and activating the role of the community. The strategy that can be carried out by business owners is to improve relations with the community. Smoked fish processing activities involve the surrounding community, or participate in community activities. This is done so that business owners are known by the surrounding community, so that it is easy to involve or activate the community's role in utilizing fish products that waste in the area, by processing smoked fish so that the fish lasts longer and has its taste. Business owners provide opportunities for the community, non-governmental organizations, and other community organizations to learn and practice smoked fish processing. Several community organizations have participated in simple training with an average number of participants of 5 to 10 people. The last strategy is (3) working closely with the local government and related

agencies, which are fisheries and trade services. The involvement of the local government and related agencies in Panca Jaya's business is not yet optimal. The cooperation that has been carried out by the Panca Jaya business is to be included in an exhibition of local products organized by the local government. In addition, business owners also open a network of relationships with suppliers, namely cooperatives with the Agency for Agricultural Management to sell the smoked fish they produce.

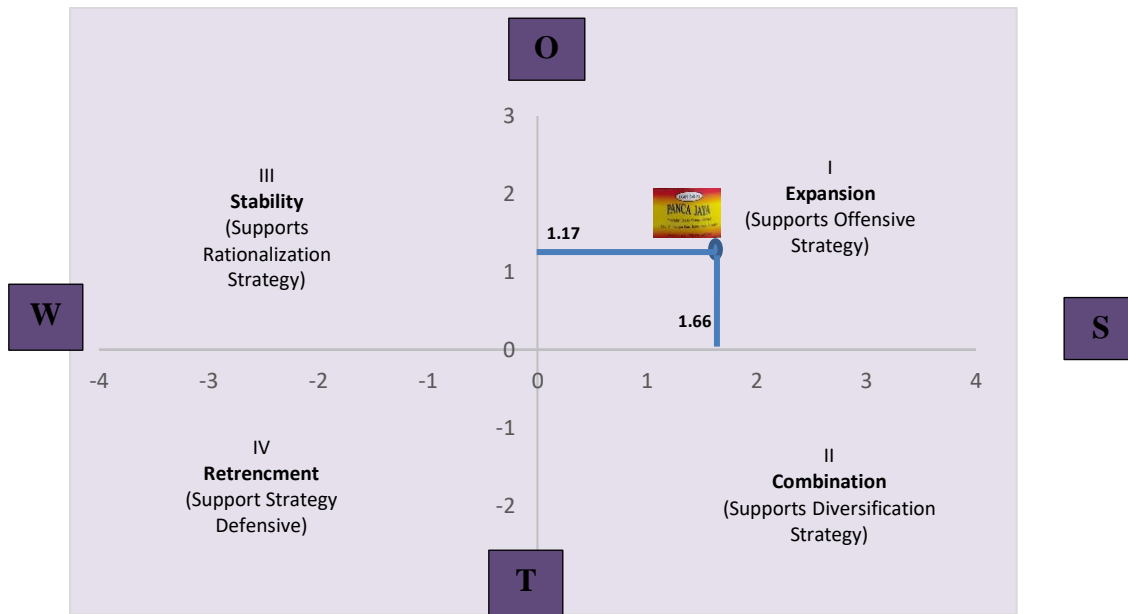
The strategy is determined based on the strength of the Panca Jaya business to overcome detected threats. The ST strategy owned by the smoked fish business includes (1) improving product quality and adding product variations besides using patin fish. The business owner continues to improve the quality of smoked fish products, as evidenced by the fact that the business owner directly visited the fish ponds so that fish of the desired size and live fish were the choices of the Panca Jaya business owner. At the beginning of the business, the fish used was patin fish, but currently, the types of fish used to be used as smoked fish are patin and catfish. The use of these two types of fish to answer consumer desires. The size of the fish which is quite large is still maintained by the business owner, with a ratio of 3 kg of wet patin fish to 1 kg of smoked fish. (2) cooperating with other businessmen to meet more consumer needs. Currently, Panca Jaya's business is still collaborating with fresh fish producers, while there is no smoked fish producer yet because in Sungai Rengit village only Panca Jaya's business produces smoked fish. Therefore, business owners always provide education to the surrounding community to take advantage of the abundant availability of raw materials to increase the selling value of the fish produced in the village. Strategies that (3) Utilize smoked fish processing buildings that are not used for processing fish waste. The Panca Jaya business processes fresh fish into smoked fish as much as 65 kg/day, and this can be done 3 times a week. If fish waste is not managed properly, it will produce an unpleasant odor and can disturb the surrounding community. By utilizing an unused smoked fish processing building, business owners can process fish waste so that it does not rot and is safe for the surrounding environment.

Furthermore, the WT approach is carried out through defensive efforts that aim to reduce already existing weaknesses and prevent threats. The identification of this strategy is (1) human resource quality improvement and management by participating in training to

increase productivity. Based on the interview results, the business owner had never participated in any training organized by the local government or other institutions. Owners still get understanding about processing quality smoked fish from YouTube and sharing with several friends outside Sungai Rengit village. Trials continue to be carried out by business owners starting from making smoking places, placing fresh fish on smoking shelves, and the right length of smoking time, so that business owners have the right formula for processing smoked fish. This understanding was then conveyed to the workers at the Panca Jaya business. The second strategy is (2) increasing collaboration with other similar businessmen and the local government. There has been no cooperation with fish producers, while with smoked fish entrepreneurs, and with the regional government it is still limited to the inclusion of Panca Jaya businesses in the food exhibition organized by the Banyuasin District Government Food Security Service. However, the explanation from the business owner, will continue to approach the local government and cooperate with smoked fish entrepreneurs outside Sungai Rengit village, and (3) improving relationships/networks, and communication with the local community in the form of participating as well as in social activities. Communication with the community is well established because the business owner is the type of person who easily adapts to the local community. Maintaining communication, and trust, and prioritizing honesty, tolerance, fairness, and generosity are also carried out toward consumers in running the business. Open business owners communicate and work relations with the workers they work with and the surrounding community. The familial nature continues to be maintained between business owners and workers, fish producers, and the community. Some social activities are always participated in such as social religious activities, social service activities, and Karang Taruna activities driven by local village youths, and giving donations to the surrounding community, especially residents who can't afford it.

Based on the results of the IFAS matrix table (table 2) and the EFAS matrix table (table 3), it is known that the IFAS value is 1.66, which means that Panca Jaya's business is at an average point in its efforts to implement strategies by utilizing strengths to overcome weaknesses. The EFAS value is 1.17 explaining that Panca Jaya's business is at an average point for implementing a business development strategy by taking advantage of opportunities

and avoiding threats. The following is a SWOT diagram of the Panca Jaya smoked fish business.



**Figure 1**  
**SWOT Diagram of the Panca Jaya Smoked Fish Business**

Source: Data Processing Results, 2023

From the SWOT diagram above, it shows that the Panca Jaya smoked fish business is in quadrant type I (expansion strategy), where this position indicates that the Panca Jaya smoked fish business is in a strong condition and has many opportunities, so it can develop and expand the business as optimally as possible.

## CONCLUSION

With the strengths possessed by the Panca Jaya business and the opportunities that can be exploited, the smoked fish business can continue to innovate in enhancing the quality of smoked fish products. The development of information technology must be followed by Panca Jaya's efforts to be able to compete with similar companies. Selection of the right promotional media and according to business needs Panca Jaya can use social media and or e-commerce to market smoked fish products so that the marketing reach is wider. The smoked fish business is in quadrant type I, where this position indicates that the smoked fish business is in a strong condition and has many opportunities. The right strategy in developing

the Panca Jaya smoked fish business is to utilize product quality which can be used as a superior commodity for the production of Sungai Rengit village because of abundant raw materials and high consumer interest.

There needs to be more serious attention and involvement from the local government and related agencies in fostering fish processing and preservation, food security, product quality, packaging, and expanding the marketing area so that it has an impact on increasing the income of the smoked fish business in Sungai Rengit Village, Banyuasin Regency.

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