

Management Strategy of Muara Baru Modern Fish Market

Strategi Pengelolaan Pasar Ikan Modern Muara Baru

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Abstract

To compete in the present and future, the newly constructed Muara Baru modern fish market, called *Pasar Ikan Modern Muara Baru (PIM Muara Baru)*, requires an effective management approach. This research aims to examine different management techniques for *PIM Muara Baru* utilizing a Strength, Weakness, Opportunity, and Threat (SWOT) analysis. The findings indicate that an aggressive strategy is required. Alternative management strategies include improving facilities and adding products sold at the food court, assigning special employees to promote and implement more intensive and innovative promotional activities on social media, collaborating with the government in optimizing *Gemarikan* (a national program to popularize eating fish), cooperating with online business partners and increasing merchants' capacity to transact online, adding facilities and improving the service quality. The outcomes of the alternative techniques are offered for *PIM Muara Baru* management to consider.

Keywords: management strategy, Muara Baru modern fish market, SWOT Analysis

Abstrak

Pasar ikan modern (PIM) Muara Baru yang baru dibangun memerlukan strategi pengelolaan yang tepat sehingga mampu bersaing di masa sekarang dan masa yang akan datang. Tujuan penelitian ini adalah untuk menganalisis alternatif strategi pengelolaan PIM Muara Baru menggunakan analisis Strength, Weakness, Opportunity, Threat (SWOT). Hasil penelitian menunjukkan bahwa strategi yang diperlukan adalah aggressive strategy. Alternatif strategi pengelolaan antara lain: memperbaiki fasilitas dan menambah produk yang dijual di foodcourt; menyediakan Sumber Daya Manusia (SDM) khusus untuk melakukan promosi dan menerapkan kegiatan promosi yang lebih intensif dan inovatif di media sosial, bekerja sama dengan pemerintah dalam mengoptimalkan gemarikan (gerakan memasyarakatkan makan ikan), bekerja sama dengan mitra bisnis online dan meningkatkan kapasitas pedagang untuk bertransaksi secara daring, menambah fasilitas dan meningkatkan kualitas pelayanan pada konsumen. Alternatif strategi pada hasil penelitian ini disarankan sebagai bahan pertimbangan untuk diterapkan dalam pengelolaan PIM Muara Baru.

Kata Kunci: analisis SWOT, Pasar Ikan Modern Muara Baru, strategi pengelolaan

INTRODUCTION

In 2018, the Directorate General of Marine and Fisheries Product Competitiveness, which is called *Direktorat Jenderal Penguatan Daya Saing Produk Kelautan dan Perikanan (Ditjen PDSPKP)* of the Indonesian Ministry of Maritime Affairs and Fisheries, which is called *Kementerian Kelautan dan Perikanan*, launched a priority program for the development of a modern fish market in Muara Baru, Penjaringan, North Jakarta. The State-Owned Fisheries Company, called

Perusahaan Umum Perikanan Indonesia (Perum Perindo), manages *PIM Muara Baru*. The construction of the fish market was in accordance with Presidential Instruction Number 7 of 2016 on the Acceleration of the National Fisheries Industry Development and Presidential Regulation Number 3 of 2017 regarding the Action Plan for Accelerating the National Fisheries Development.

The objectives of establishing the *PIM Muara Baru* are to increase fish consumption in Jakarta and its surrounding areas, to provide a place to buy and sell fish that is comfortable, clean, meets

sanitation and hygienic standards, and offers high-quality, safe-for-consumption, continuous, diverse, and affordable products, to develop fishery business centers and its supporting industries, to develop promotional and educational sites and tourism destinations for the marine environment. Without effective management, a business cannot operate without difficulty (Kingofong & Setiawan, 2013). The organization must be able to establish a management system and a set of standards that must be applied through collaboration with several partners. With these principles, the organization is intended to operate sustainably and give several advantages to its stakeholders.

Due to rising rivalry with other businesses in Indonesia, the newly constructed *PIM* Muara Baru requires proper management. Technological advancements and the ever-increasing quality demands of customers have led to strong competition among the company. The *PIM* Muara Baru must be managed with a proper plan to ensure its survival and competitiveness in the present and the future. Good management also affects the company's standing relative to its rivals. Strategic priorities for accomplishing short- and long-term company objectives will affect a company's revenue (Naelana & Istiyanto, 2019). The appropriate strategy is required to adapt the company's internal strengths to its external environment (Rahayu & Retnani, 2016).

Analysis of Strengths, Weaknesses, Threats, and Opportunities (SWOT) can be utilized to find the optimal management strategy for *PIM* Muara Baru. This approach presupposes that a successful plan can maximize strengths and opportunities while minimizing weaknesses and dangers. SWOT analysis can be utilized to establish strategies for future global success (Aslan et al., 2014).). This study aims to assess various *PIM* Muara Baru management techniques using SWOT analysis. Management of *PIM* Muara Baru can use the generated strategic possibilities to compete in the present and the future.

METHODS

This study employed a quantitative descriptive methodology to explain and describe the conditions and circumstances of the research object during a 15-months period. *PIM* Muara Baru, located in Muara Baru, Penjaringan, North Jakarta, was the object of the study. This research collected both primary and secondary data. Observation and interviews with traders,

customers, and managers yielded the key data. This research was supported by secondary data acquired from scholarly journals, books, and archives.

Respondents

There were two categories of respondents in this study. The first group was polled to gather information regarding the *PIM* Muara Baru. This data was utilized to identify internal and external influences. The second group was to establish the weight and rating of each factor. The first respondents were merchants (based on the number of 868 active fish-selling stalls at *PIM* Muara Baru), customers, and managers. The Slovin equation (Firdaus, 2021) was utilized to determine the number of sample merchants as follows:

$$n = \frac{N}{1 + Ne^2} \quad (1)$$

where:

n = number of samples

N = total population

E = error rate (10%)

Based on equation (1), 90 merchant respondents were counted. The sample respondents from merchants were selected using a straightforward random sampling technique. The research population unit had the same chance of being selected as the sample under the basic random sampling strategy for sampling selection (Triyono, 2003).

The total population of *PIM* Muara Baru customers was unknown, so the sample of respondents from customers was calculated using the Paul Leedy equation as follows (Anshori & Iswati, 2019):

$$n = \left[\frac{Z}{e} \right]^2 (P)(P-1) \quad (2)$$

where:

n = sample size

Z = confidence interval (95% or $\alpha = 5\%$) = 1.96

e = sampling error (10%)

P = proportion in population (50%)

A sample error of 10% was applied to accommodate for errors. This error rate was chosen because of the research's time and budgetary restrictions. Estimating population proportions using proportion is a common practice in research. Comparing an event's incidence to all possible events is how proportion is defined. The researchers used a proportion of 50% or 0.5 because it was unclear how many customers were

included in the study's population; according to Fakultas Ekonomi dan Bisnis(2014), if this is the case, the proportion is assumed to be equal to 0.5.

The confidence interval describes the probability that the sample will produce a confidence interval for the valid population parameter. The confidence intervals that are often used are 90% (with $\alpha = 0.1$), 95% (with $\alpha = 0.05$), and 99% (with $\alpha = 0.01$). The most frequently used confidence interval is 95% or $\alpha = 5\%$ (0.05) = 1.96 (Munandar & Halim, 2020).

Based on equation (2), 96 customer respondents made up the sample for this study. An incidental sampling strategy was used to choose the customer respondents; respondents were sampled only if they were appropriate as data sources (Jasmalinda, 2021). Data from merchants were collected using a questionnaire that asked them about the state of the market, how satisfied they were with the service, and how well-versed they were in handling fish. Answers on the rating scale from 1 (strongly disagree) to 4 on a Likert scale (strongly agree). Using Microsoft Excel and the Pearson Product-Moment Correlation Coefficient (= r), the validity of the research questionnaire was evaluated. If the r-value is greater than the value listed in the r-value table, the survey is genuine (Shabila et al., 2020). The study's questionnaire was legitimate because the calculated r-value was 0.8733, and the r-value table was 0.1689.

Eight respondents were requested to weigh and score each SWOT factor, including 3 from the *PIM* Muara Baru management, 3 from the *Ditjen PDSPKP* companion team, and 2 from the merchants' organization at *PIM* Muara Baru, which is called *Persatuan Pedagang Hasil Laut Pasar Ikan Modern (PHALPIM)*.

Data Analysis

The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) values, as well as the SWOT matrix, were calculated using the internal and external factor data from the aforementioned questionnaires. The opportunities and threats encountered were then described using the SWOT matrix, which was then modified based on the strengths and weaknesses held. The Strengths - Opportunities (SO) strategy, Weakness - Opportunities (WO) strategy, Strengths - Threat (ST) strategy, and Weakness - Threats (WT) strategy are four strategies that managers can build using the SWOT matrix (Wardoyo, 2011; (Amalia et al., 2012). The outcomes of this investigation were anticipated to

be taken into account in choosing alternative *PIM* Muara Baru management solutions.

Internal factor analysis identified the strengths and weaknesses factors of *PIM* Muara Baru, while analysis of external factors identified factors of opportunities and threats faced by *PIM* Muara Baru. Each factor was weighted on a scale of 5 (very important), 4 (somewhat important), 3 (average important), 2 (somewhat unimportant), and 1 (very unimportant). The determination of this weight value was based on the importance level of the factor for *PIM* Muara Baru. The final weight of each internal factor was calculated using the following equation:

$$WI_j = \frac{\sum_{i=1}^8 WI_{ij}}{\sum_{j=1}^k \sum_{i=1}^8 WI_{ij}} \quad (3)$$

where:

WI_j = final weight of the jth internal factor

WI_{ij} = the weight of the i-th respondent's assessment on the j-th internal factor

k = the number of total internal factor (strength and weakness)

The final weight of each external factor was calculated using the following equation:

$$WE_j = \frac{\sum_{i=1}^8 WE_{ij}}{\sum_{j=1}^n \sum_{i=1}^8 WE_{ij}} \quad (4)$$

where:

WE_j = final weight of the jth external factor

WE_{ij} = the weight of the i-th respondent's assessment on the j-th external factor

n = the number of total external factor (opportunity and threat)

Each factor was then given a rating. Positive factors (strengths and opportunities) were rated on a scale of 4 (very strong) to 1 (very weak). Negative factors (weaknesses and threats) were rated on a scale of 1 (very strong) to 4 (very weak). The weight was then multiplied by the rating to obtain the weighted score for each factor. Each factor's weighted score was added to obtain the total score.

RESULTS AND DISCUSSION

Internal and External Factor Analysis

The analysis results of internal factors were strengths and weaknesses, while external factors were opportunities and threats at *PIM* Muara Baru.

Strengths

This factor included internal strengths that drive business development. The strengths possessed by *PIM* Muara Baru are:

1. Foodcourt facilities are available

A food court is available at *PIM* Muara Baru and situated on the second floor of the market building. There are many merchants providing prepared foods and beverages in the food court. The food court offers fish cooking services, with customers purchasing their ingredients from the *PIM* Muara Baru fish market.

2. Various types of fish sold

Various types of marine and freshwater fish species are offered for sale at *PIM* Muara Baru. More types of fish are offered in *PIM* Muara Baru than at other fish markets in the Jakarta region.

3. The freshness of the fish offered is assured

The average organoleptic value of fresh fish sold at *PIM* Muara Baru was 7.7 (standard value is ≥ 7), and the average Total Volatile Base (TVB) value of fish at *PIM* Muara Baru was 27.5 (standard ≤ 30 mg /100g) (Erlinda, 2019).

4. Strategic location

PIM Muara Baru is located in the Ocean Fisheries Port area, which is called *Pelabuhan Perikanan Samudra (PPS)* Nizam Zachman. This *PPS* has a high fishery production value. In 2020, *PPS* Nizam Zachman Jakarta produced 72,105.88 tons of fish (Direktorat Jenderal Perikanan Tangkap, 2020). The most well-known auction house, which is called *Tempat Pelelangan Ikan (TPI)* in Jakarta is *TPI* Muara Baru, located in the *PPS* Nizam Zachman area and has a facility for both marine and freshwater fish cold storage (Zulaihah et al., 2018). *PIM* Muara Baru merchants may more easily get raw materials because *PIM* Muara Baru is close to *TPI* Muara Baru.

5. The fish price is lower than other fish markets

Several other fish markets in the Jakarta vicinity charge a higher price for the fish offered at *PIM* Muara Baru. The cheaper pricing

is because *PIM* Muara Baru is a wholesale and retail fish market whose primary suppliers are local fishermen and cold storage facilities nearby. For resale, fish merchants in a number of markets close to Jakarta purchase fish from *PIM* Muara Baru. Even fish shops from West Java's Depok and Bogor regions purchase fish from *PIM* Muara Baru. Table 1 compares the cost of fish at *PIM* Muara Baru with those at other fish markets in the Jakarta region.

6. Modern market building

The *PIM* Muara Baru's construction project replaced the previous market environment into a more contemporary one. The facilities at *PIM* Muara Baru are a food court, lobby, ATMs, information desk, mosque, garden, escalator, lift, toilets, hand washing stations, and management office. The main building of *PIM* Muara Baru is a three-story structure with a luxury and modern look, making it a distinctive attraction for customers to purchase fish at *PIM* Muara Baru.

7. Well-organized market security

Security personnel includes personnel from *Perum Perindo* and a local security agency called *Pasukan Pengaman Masyarakat Swakarsa (PAM Swakarsa)*. *PAM Swakarsa* helps *Perum Perindo* security in ensuring the security and comfort of stakeholders and customers at *PIM* Muara Baru.

8. Events are often held

Cooking competitions, product displays, free food distributions, and religious events are regular events at *PIM* Muara Baru. One of the goals of this activity is to further present *PIM* Muara Baru to the community.

9. *PIM* Muara Baru as a wholesale and retail market

Wholesale and retail purchases are available from the fish merchants at *PIM* Muara Baru. Groups of fish merchants from conventional markets, fish merchants on the go, restaurants,

Table 1. List of fish prices in several market around Jakarta

Fish Type	Fish Prices in Several Markets Rp/kg				
	<i>PIM</i> Muara Baru	Muara Angke	Kramat Jati	Pasar Minggu	Kebayoran
Milkfish	28,000	30,000	30,000	28,000	35,000
Pangas catfish	15,000	18,000	25,000	30,000	25,000
Mackerel tuna	25,000	28,000	30,000	38,000	35,000
Common carp	28,000	30,000	35,000	30,000	30,000
Mackerel	35,000	38,000	40,000	40,000	45,000
Nile tilapia	27,000	28,000	30,000	30,000	35,000

and caterers are typically the ones that make the wholesale purchases. For personal consumption, people buy fish at retail stores.

Weaknesses

This factor includes internal weaknesses that affect the business. The weaknesses of *PIM* Muara Baru are:

1. The number of managerial staff is not sufficient
The number of activities at *PIM* Muara Baru increases at night, necessitating more managerial staff in several areas, including quality, operations, facilities and infrastructure, security, and administration. At the same time, only three individuals are supposed to work the manager's night shift. Management operations are less successful when one person is in charge of numerous areas. If issues co-occur, a swift solution to the issue is impossible. PAM SWAKARSA aids only in security maintenance, but they are powerless to manage the *PIM* Muara Baru.
2. SOP has not been fully implemented
A management SOP created by the Director General of PDSPKP exists at *PIM* Muara Baru, however it has not yet been completely implemented. The system of marketing and distribution has not been identified. At *PIM* Muara Baru, the type, volume, fish origin region, and destination of fish shipments are not recorded every day. Even though the market development seeks to provide facilities to satisfy these criterias, *PIM* Muara Baru does not adhere to sanitation and hygiene standards also fish marketing concepts that fulfill food safety standards.
3. Poor fish handling
Fish handling practices at *PIM* Muara Baru are deemed to be wholly unsuitable. Fish merchants eat, drink, and smoke in the fish handling area. Insects and nuisance animals roam the area. The fish merchants disregarded cleanliness and the cold chain when handling fish. Fish handling equipment is not kept clean. Fish handling waste is scattered throughout the fish-handling area. The sales stall height is only 10 cm above the floor. Toilets are directly connected to the fish handling area.
4. Currently not supporting online sales
Fish purchases online are not currently available from *PIM* Muara Baru. Avoiding an uncomfortable market environment, not having to travel to the sales place, and convenience of

the transaction are some benefits of online shopping (Lestari, 2015).

5. Uncomfortable fish merchant location
The *PIM* Muara Baru selling point is situated behind the main building. Due to the active operations of the merchants and buyers, the areas where fish are sold are muddy, slippery, smelly, and crowded. Both buyers and merchants are unaware of the need for cleanliness and hygiene preservation. Customers find it uncomfortable to purchase fish because of this situation.
6. Merchants' ignorance of supporting management actions
Many fish merchants at *PIM* Muara Baru disregarded the manager's directives. In terms of keeping things clean, merchants' understanding is lacking. Even though the management has provided trash bins, garbage and handling waste are irresponsibly disposed. This circumstance results from the merchants' sole reliance on janitors. Additionally, many fish traders are also in arrears in paying the rent for their stalls. The stall rental cost climbed nearly four times before it was moved, according to Solihin et al. (2020), which led to several dealers falling behind on their rent payments. Prior to the market's relocation, stall rentals were IDR 125,000 per month, whereas stall rentals following the market's relocation cost IDR 440,000 per month.
7. Promotion is not maximized
From the interview with customers, most customers visited *PIM* Muara Baru for the first time and knew about *PIM* Muara Baru from friends or family. This result means that the promotion of *PIM* Muara Baru through the mass media yet to be maximized.

Opportunities

Opportunities are the factor that *PIM* Muara Baru can utilize to increase business. *PIM* Muara Baru has the following opportunities:

1. Fish consumption increase
Indonesian Ministry of Maritime Affairs and Fisheries reports that from 54.56 kg/capita in 2020 to 55.37 kg/capita in 2021, fish consumption has grown (Kementerian Kelautan dan Perikanan, 2021). Fish sales at *PIM* Muara Baru would be affected by rising fish consumption, especially in the densely populated Jakarta-Bogor-Depok-Tangerang-Bekasi(Jabodetabek) region. *PIM* Muara Baru, a sizable wholesale and retail market, is

another source of fish for traditional fish merchants from the Jabodetabek region. The national fishing industry will grow as fish consumption rates rise and fisheries products are more widely used (Daroedono, 2019).

2. Population increase in Jabodetabek, Banten, and West Java

The Jabodetabek, Banten, and West Java regions are the majority of *PIM* Muara Baru's customers residence. The rising population in this area will result in a rise in demand for food, notably fish. According to Statistics Indonesia, the areas of Jakarta, Banten, and West Java saw an average population growth of 1.11% during 2018 and 2019 (Badan Pusat Statistik, 2021).

3. Great potential in fishery production and raw material suppliers

Marine and freshwater fish production and supply at *PIM* Muara Baru have excellent potential. The *PPS* Nizam Zachman Jakarta region provides the seafood that is sold at *PIM* Muara Baru. The overall fishery production at *PPS* Nizam Zachman Jakarta in 2020 was 72,105.88 tons, compared to the 65,654.02 tons that were intended to be produced there. According to the Indonesian Directorate General of Capture Fisheries, the *PPS* Nizam Zachman Jakarta achieved 109.8% of the overall fishery production in 2020 (Direktorat Jenderal Perikanan Tangkap, 2020).

The percentage of freshwater aquaculture fish sold at *PIM* Muara Baru is 55.5%. The fish are sourced from Lampung, Banten, West Java, Central Java, and East Java. Pomfret, shrimp, milkfish, tilapia, pangas catfish, common carp, gourami, and Nile tilapia are the fish that *PIM* Muara Baru sells most frequently. The total aquaculture products from such regions sold at *PIM* Muara Baru in 2019 was 1,616,054.69 tons (Kementerian Kelautan dan Perikanan, 2019).

4. Government support

Government support is beneficial to *PIM* Muara Baru's development. This support comprises the development of the market, a support team from the *Ditjen PDSPKP*, and support for merchant equipments (scales, boots, aprons, gloves, and fiber).

5. Ease of transportation

PIM Muara Baru is easy to reach with adequate road infrastructure conditions.

6. Ease of internet access

The government's facilitation of internet access makes it simpler for customers to find information about *PIM* Muara Baru.

Threats

Threats are outside forces that may impede the company's ability to operate successfully. Threats faced by *PIM* Muara Baru are:

1. Competition in the Jakarta region with the Muara Angkefish wholesale and modern fish markets

The primary rival of *PIM* Muara Baru is Muara Angke Fish Market. There are more than 500 fish merchants in the wholesale fish market in Muara Angke. Because Muara Angke Fishery Port fishermen provide the fish for the Muara Angke Fish Market, the price of the fish there is less expensive than at *PIM* Muara Baru. Additionally, because the Muara Angke fish market has been open longer than the *PIM* Muara Baru, more customers are familiar with it than the *PIM* Muara Baru. While the fish merchants at *PIM* Muara Baru have not yet done so, the Muara Angke fish market has offered online sales as well.

2. Similar businesses that serve online sales

The Muara Angke fish market is one of many fish merchants in the Jakarta area that sells fish online. Fishmarket.id, Shopee, and Tokopedia are three online retailers that offer online sales. Customers can use the application to order fish from the specified category, and the merchants will ship the fish to their address. *PIM* Muara Baru currently does not offer online sales. However, it may do so in the future when an application provided by *PIM* Muara Baru is available, allowing customers to purchase fish without having to visit *PIM* Muara Baru.

3. The road in front of *PIM* Muara Baru is flooded during heavy rains

Floods in front of *PIM* Muara Baru frequently occur during heavy rains for a lengthy time. Customers feel uneasy and find it difficult to visit *PIM* Muara Baru when there is a flood on the road in front of it.

IFAS and EFAS Matrix

The identified strengths, weaknesses, opportunities, and threats were scored using a weighting and scoring system. Utilizing the IFAS and EFAS matrices shown in Tables 2 and 3, weighting and rating are conducted.

The difference between the strength factor score (2,240) and the weakness factor score (0.893) is 1,347, as shown in Table 2. This finding indicates that the strength factor supports *PIM* Muara Baru's management plan. Prioritized strengths and weaknesses must be determined for the *PIM* Muara Baru management. Prioritization

is determined by identifying the factor with the greatest score (above average). The average score for the strength factor is 0.249, while the average score on the weakness elements is 0.128.

The availability of food court facilities, various types of fish sold, *PIM* Muara Baru's status as a wholesale and retail market, strategic location, well-maintained market security, the guaranteed freshness of fish sold, and the price of fish is lower when compared to other fish markets are strength factors prioritized for successfully managing *PIM* Muara Baru. The lack of substantial promotion is *PIM* Muara Baru's management primary area of weakness.

As can be seen in Table 3 there is a 1.659 point difference between the opportunity factor score (2.341) and the threat factor score (0.682). As demonstrated by this outcome, the opportunity factor supports *PIM* Muara Baru's strategic approach. The *PIM* Muara Baru management must decide which opportunity and threat aspects are most important. Searching for each factor's highest score helps establish priority (above average). While the threat factor receives an average score of 0.227, the opportunity factor receives an average score of 0.390.

Priority opportunity factors in the successive management of Muara Baru *PIM* are increasing fish consumption rates, government support, great potential in fishery production and raw material suppliers, and ease of transportation. Prioritized threat factors in the management of *PIM* Muara Baru are similar businesses that serve online sales.

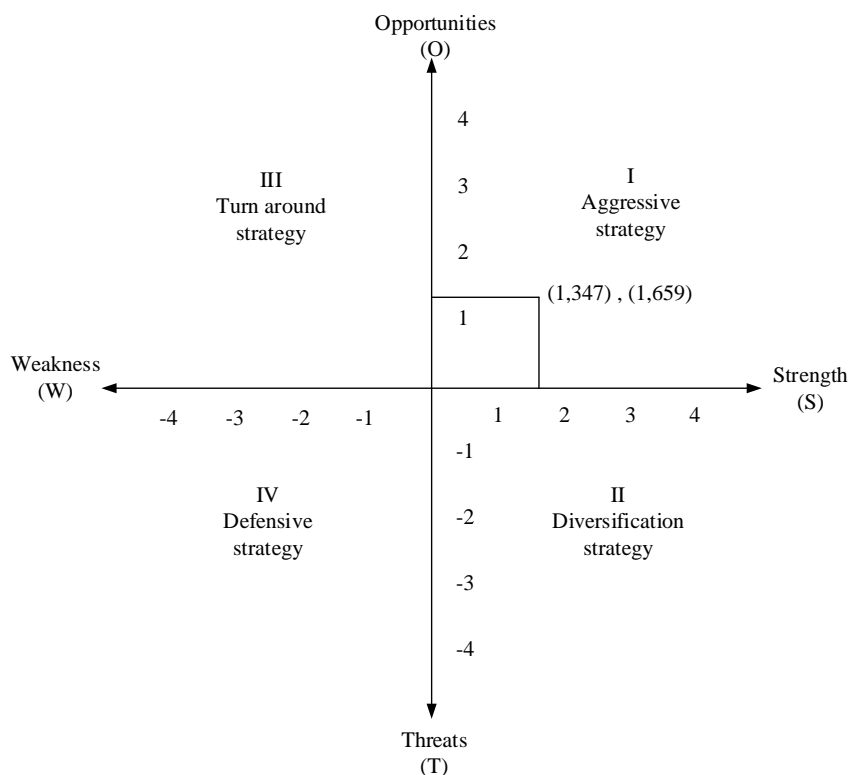
Next, the outcome of the IFAS and EFAS matrix analysis are plotted on the SWOT diagram, as shown in Figure 1. The strategic position management of *PIM* Muara Baru is then determined using the difference between the strength score (2.240) and the weakness score (0.893), as well as the opportunity score (2.341) and threat score (0.682). Because the strength value is higher than the weakness value and the opportunity value is greater than the threat value, this location is at the intersection of the two differences in quadrant one (1.347, 1.659). According to Primadona & Rafiqi (2019), the SWOT diagram consists of 4 quadrants: quadrant 1, quadrant 2, quadrant 3, and quadrant 4. Quadrant 1 is favorable since it indicates that the company's established growth strategy includes both strengths and opportunities (growth-oriented strategy). The company confronts a variety of threats

Table 2. *PIM* Muara Baru IFAS matrix

Internal Strategy Factors	Weight	Rating	Score (Weight x Rating)
Strengths			
Foodcourt facilities are available	0.071	4.000	0.283
Various types of fish sold	0.071	3.875	0.274
The freshness of the fish offered is assured	0.067	3.750	0.252
Strategic location	0.067	3.875	0.260
The fish price is lower than other fish markets	0.069	3.625	0.250
Modern market building	0.062	3.375	0.208
Well-maintained market security	0.071	3.625	0.257
Events are often held	0.060	3.125	0.187
<i>PIM</i> Muara Baru as a wholesale and retail market	0.067	4.000	0.269
Sub Total	0.604		2.240
Average			0.248
Weaknesses			
The number of managers is not sufficient	0.056	2.250	0.127
SOP has not been fully implemented	0.053	2.375	0.125
Poor fish handling	0.060	2.000	0.120
Not yet serving online sales	0.044	2.750	0.120
The place to sell fish is uncomfortable	0.065	1.875	0.123
Awareness of merchants in supporting management activities is still lacking	0.060	2.125	0.127
Promotion is not maximized	0.058	2.652	0.152
Sub Total	0.396		0.893
Average			0.128
Total	1.000		3.133

Table 3. *PIM* Muara Baru EFAS matrix

External Strategy Factors	Weight	Ratings	Score (Weight x Rating)
Opportunities			
Fish consumption increase	0.127	3.750	0.477
Population increases in Jabodetabek, Banten, and West Java area	0.100	3.000	0.301
Great potential in fishery production and raw material suppliers	0.117	3.625	0.424
Government support	0.127	3.375	0.429
Ease of transportation	0.120	3.500	0.421
Ease of internet access	0.100	2.875	0.288
Sub Total	0.692		2.341
Average			0.390
Threats			
Market competition with the Muara Angke wholesale fish market and modern fish markets in the Jakarta area	0.120	1.875	0.226
Similar businesses that serve online sales	0.070	3.375	0.237
Access to the market is flooded during heavy rains	0.117	1.875	0.219
Sub Total	0.308		0.682
Average			0.227
Total	1.000		3.023

**Figure 1.** SWOT Diagram of *PIM* Muara Baru Management Strategy

threats in the quadrant 2, yet it retains internal strength. Quadrant 2 employs a diversification strategy to take advantage of long-term possibilities by leveraging strengths. In the quadrant 3, the business is confronted with large market opportunities and some internal weaknesses. The strategy in quadrant 3 is to reduce the company's internal issues in order to seize a better market opportunity (turnaround). Quadrant 4 is an unfavorable condition.

Companies face various internal threats and weaknesses. The strategy applied to quadrant 4 is to take action to save the company from more enormous losses (defensive).

The result of the SWOT diagram suggests that the market position is in quadrant 1. This result indicates that *PIM* Muara Baru is in an extremely advantageous position. *PIM* Muara Baru possesses potential and qualities that can be maximized. The most effective strategy in this

circumstance is to adopt an aggressive growth policy.

SWOT Matrix

The SWOT matrix shown in Table 4 reveals a number of alternate management techniques *PIM* Muara Baru can use. The SWOT matrix's factors are the ones that have the most weight. They have scores that are higher than average for certain elements, such as "promotion is not maximized," which has a value of 0.152, higher than the average for the weakening component (0.128). Alternative strategies for managing *PIM* Muara Baru through a combination of alternative strategies in the SWOT matrix are as follows:

1. SO strategy (strengths – opportunities)

This strategy was developed by utilizing strength to take advantage of opportunities (Wardoyo, 2011). Making the most of the food court's amenities and services is an alternative strategy. One of the main benefits for customers taking a culinary tour at *PIM* Muara Baru is the

food court. Nowadays, it is considered more practical and necessary for pleasure following a day of activities, therefore, eating out has become a culture. Especially during holidays, *PIM* Muara Baru's food court is constantly crowded with guests holding business meetings or just socializing with friends and family. The management needs to make the most of the food court's various amenities, including offering a designated location for sitting on the clean and pleasant floor, an area that is not exposed to rain and dirt, or smoke when the fish merchants grill, among other things. These must be completed in order for customers to feel more satisfied and relaxed in the food court. Additionally, managers need to maximize the services they offer, by expanding the food court's menu to include items like diversified fishery products and trending drinks. In order to increase customer satisfaction in the food service industry, it is critical to provide a welcoming environment and a pleasant customer experience (Novrianto, 2016).

Table 4. SWOT matrix

		Strengths (S)	Weaknesses (W)
		Internal	<ol style="list-style-type: none"> 1. There availability of food court. 2. The various types of fish 3. <i>PIM</i> Muara Baru as a wholesale and retail market 4. Strategic location 5. Good market security 6. The good fish freshness 7. The price of fish is lower comparing to other fish markets
External			
Opportunities (O)		S-O Strategy	W-O Strategy
<ol style="list-style-type: none"> 1. Increased fish consumption 2. Support from the government 3. The significant potential for regional fishery supplying raw materials 4. Transportation ease of access 		Maximizing facilities and services at the food court	<ol style="list-style-type: none"> 1. Provide human resources to promote and implement more intensive and innovative promotional activities on social media 2. Collaborate with the government in optimizing <i>Gemarikan</i> (a national program to popularize eating fish)
Threats (T)		S-T Strategy	W-T Strategy
Similar businesses that serve online sales		<ol style="list-style-type: none"> 1. Adding facilities and improving the service quality to visiting customers 2. Certification of quality assurance and food safety 3. Cooperating with online business partners and increasing merchant capacity to transact online 	<ol style="list-style-type: none"> 1. Utilizing technology to improve the service quality to customers online 2. Holding discounts and competition events with prizes

2. WO strategy (weaknesses – opportunities)

This strategy is created by minimizing weaknesses to take advantage of opportunities (Wardoyo, 2011). Alternative strategies that can be done are:

- a. *PIM* Muara Baru should offer personnel to support and carry out more strong and creative promotional efforts on social media. In order to influence and encourage customers to purchase products at *PIM* Muara Baru, the marketing offers information. The promotion of *PIM* Muara Baru has been done by conducting occasions such as product exhibitions and cooking contests, as well as through Instagram social media. This promotion has yet to reach customers outside the Muara Baru region. Word of mouth is the primary source of information about *PIM* Muara Baru. Promotional efforts are ineffective since there are insufficient human resources to carry out promotions. A strategy could be carried out is to create a marketing team at *PIM* Muara Baru that will actively promote the brand on social media and track its success. Promotional activities can be carried out to spread the word about *PIM* Muara Baru, such as teaming up with social media influencers (celebrities-Instagram or YouTubers). This approach is in line with the claim made by Solihin et al. (2020) that promotional activities can be carried out by partnering with YouTubers and celebrities to reach customers from different parts of Indonesia. Another effective technique is advertising on social media platforms like Facebook, Twitter, Google Ads, and forums. *PIM* Muara Baru can also keep up with social media activity by posting relevant updates on Facebook, Instagram, Twitter, and YouTube. Because it has a wider reach and constant updates, this online media promotion method is advised. After all, the younger generation uses the internet more than any other form of media. Because they are more readily available, less expensive, quicker, and have a wider audience thanks to technological advancements, social media promotions are becoming more effective (Nurhaedah & Nurlaela, 2018).
- b. *PIM* Muara Baru and the government can work together to improve the *Gemarikan* national program of the Indonesian Ministry

of Marine Affairs and Fisheries. *Gemarikan* is a nationwide initiative to encourage people to routinely eat fish to develop into strong, healthy, and clever individuals (Gunawan et al., 2017). Through the program, communities will likely become more knowledgeable about the advantages of eating fish and increase their fish consumption. Since *PIM* Muara Baru is one of the large fish markets situated in populated urban areas, *Gemarikan* may also indirectly benefit *PIM* Muara Baru. The *Gemarikan* program can improve fish intake (Daroedono 2019), and holding *Gemarikan* routine campaigns at Muara Baru *PIM* is the strategy to partner with the government to optimize *Gemarikan*.

3. ST strategy (strengths – threats)

This strategy is created by using strength to overcome threats (Wardoyo, 2011). Alternative strategies that can be performed are:

- a. *PIM* Muara Baru can add facilities and improve the service quality to the visiting consumers. Facilities are a benchmark for all services provided and influence customer satisfaction. The facilities that can be added at *PIM* Muara Baru to make consumers more comfortable and satisfied are the parking lot expansion, specific rooms (for customers who want to study, hold meetings, or have discussions), and wireless fidelity (WiFi) installation. Improving service quality is also needed by establishing an information and service center that is easy to reach and makes consumers comfortable getting information, providing suggestions and complaints to managers. Merchants should be encouraged to provide services in a friendly, honest manner and avoid things that make consumers feel disappointed. Proper and good service activities and facilities are needed to get satisfaction from consumers (Dharmawan & Kristianingsih, 2018).
- b. Food safety and quality assurance certifications are required to be acquired by *PIM* Muara Baru. Keeping food safe is crucial when handling fish products. If *PIM* Muara Baru is accredited for quality control and food safety, customers would have confidence in the product's quality and safety. Good Fish Handling Practices, which is called *Cara Penanganan Ikan yang*

Baik (CPIB) certification, is something *PIM* Muara Baru can pursue. Food product manufacturers must implement a food safety management system to ensure that the goods produced are safe for consumption because food is one of the causes of many health issues (Purwanto et al., 2021).

- c. *PIM* Muara Baru can work with online business partners to expand the merchant's ability to conduct online business. Business are encouraged to behave creatively and innovatively by the current commercial competitiveness, for as by putting an online shopping system in place. The benefit of using an online shopping system is that costumers no longer need to have extra time to travel their to a store and spend money on transportation. People who reside in large cities can greatly benefit from this online purchasing method since it allows them to avoid the stress that comes with being stuck in traffic. To find the things they need to purchase, customers merely need to switch on their internet access and visit an online shop's website (Lestari, 2015). A system for online shopping has not yet been created by *PIM* Muara Baru. At this time, *PIM* Muara Baru's product sales operations exclusively rely on customers who come to the market directly to buy fish in retail or wholesale. The *PIM* Muara Baru fish shopping system needs to be modernized. Managers can work with well-known online company partners like Gojek and Grab that are popular with customers. To make online transactions simpler, managers must also improve the merchants' competence to transact online by coaching, training, supervising, or assisting merchants.

4. WT Strategy (weaknesses-threats)

This strategy is created by minimizing weaknesses and avoiding threats (Wardoyo, 2011). Alternative strategies that can be implemented are:

- a. *PIM* Muara Baru can use technology to improve online customer care quality. In order to boost customer satisfaction, *PIM* Muara Baru must improve the quality of its services. When customers who purchase fish at *PIM* Muara Baru for the first time are happy, a good relationship will be developed. This customer satisfaction may also form the basis for repeat purchases and recommendations from satisfied customers

to *PIM* Muara Baru. Information technology offers several advantages when used in business processes, including time savings, improved operations and quality, ease of use, and continual development at the lowest feasible cost (Fianty, 2017). *PIM* Muara Baru can create a website to raise the caliber of its services. Nowadays, customers prefer to review products online before going to a store to buy them (Harminingtyas, 2014). Costumers can learn more about *PIM* Muara Baru by visiting its website, including the amenities supplied, the sort of fish sold, the fish price offered, the discounts, and events hosted at *PIM* Muara Baru. Customers can also send suggestions, complaints, or customer feedback via the *PIM* Muara Baru website. It would be wise to include a chat feature on the website so that customers may ask for additional information if necessary.

- b. To attract customers, the management may provide discounts on products sold at *PIM* Muara Baru. The price reductions are anticipated to stimulate customers' interest in purchasing, resulting in a willingness on their part to transact for the products available at *PIM* Muara Baru. Discounts offered by the business to market their products will encourage the customer to purchase them (Putra et al., 2016). *PIM* Muara Baru might also hold competitions with prizes for marketing purposes. For instance, post cooking competitions using *PIM* Muara Baru products, photo or video contests, or other exciting competitions on specific days to each participant's social media.

CONCLUSIONS

The SWOT analysis results in this study recommend eight alternative management strategies that can be applied at *PIM* Muara Baru. The strategy used leads to an aggressive growth policy (aggressive strategy). The *PIM* Muara Baru management is expected to consider and implement these alternative strategies to manage *PIM* Muara Baru.

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