

Strategy for Developing Marinated Catfish (*Clarias gariepinus*) Products in Depok City, West Jawa

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Abstract The purpose of this study is to analyze the performance of marinated catfish businesses, identify internal and external factors that influence the marketing of these products, and formulate development strategies that can be applied by UMKM actors. This study uses primary data obtained through open interviews with the help of questionnaires and direct observation of marinated catfish UMKM actors in Depok City. In addition, secondary data was collected from various relevant literature sources. Respondents were selected using purposive sampling, involving three UMKM, namely LESIGO, Gerai D'Pita, and Terra Farm. The development strategy analysis was conducted descriptively and quantitatively using the SWOT Analysis method. The results of the IFE Matrix analysis showed a value of 2.52 for Lesigo UMKM, 2.66 for Gerai D'Pita, and 2.56 for Terra Farm. This indicates that internally, Gerai D'Pita is in a strong position, so it is recommended to utilize internal strengths as the main capital in facing competition. Meanwhile, Lesigo and Terra Farm are in an average position, which means that both UMKM need to optimize their potential and strengths. Meanwhile, the EFE Matrix results show a value of 3.21 for Lesigo, 3.61 for Gerai D'Pita, and 3.16 for Terra Farm. These values indicate that externally, the three marinated catfish UMKM in Depok City are in a position above.

Keywords: *SWOT Analysis, EFE, IFE, Marinated Catfish, UMKM.*

INTRODUCTION

The fisheries sector plays an important role in maintaining national food security, particularly through the provision of animal protein sources, job creation, and increasing community income (Faridah, 2023). As an archipelagic country, Indonesia has great potential in developing the freshwater fish farming subsector. The biodiversity of Indonesia includes more than 2,000 fish species scattered in freshwater and marine waters (Susadiana, 2023).

One of the popular freshwater fish commodities in society is catfish (*Clarias* sp.), known for its high economic value and ease of cultivation. According to data from the Ministry of Marine Affairs and Fisheries (KKP, 2023), national catfish production in 2023 reached 1,136,619 tons, with West Java Province as the main producer, contributing 267,306 tons. One of the regions with potential for this farming development is Depok City, which has a hot climate, abundant water supply, and strategic market access.

The type of catfish that is widely cultivated in this area is the Sangkuriang catfish (*Clarias gariepinus*). This species has advantages in terms of rapid growth, high resilience, and large productivity (Nasrudin, 2023). Catfish also contains high nutritional value such as protein, phosphorus, potassium, omega-3, omega-6, and vitamin B12 with low fat content, making it a healthy and economical food alternative (Yudirachma, 2019). Along with the changing lifestyle of urban society, the demand for practical, healthy, and nutritious food products has increased significantly. This condition has driven the growth of the frozen food industry, influenced by rising income, urbanization, and technological advancements (Maulidina, 2023). One product innovation that aligns with this trend is marinated catfish, a processed, ready-to-cook product that is long-lasting, nutritious, and meets the needs of modern society.

For the marinated catfish business to grow, an effective marketing strategy is needed. Digital marketing is one strategic approach that can expand market reach through social media, websites, and e-commerce platforms. This approach has proven to increase brand awareness and consumer loyalty (Meisaroh, 2023; Smith, 2023).

Based on initial survey results, there are three marinated catfish SMEs in Depok City: LESIGO, Gerai D'Pita, and Terra Farm. These three SMEs face similar challenges, such as limited market reach, minimal digital promotion, and suboptimal product distribution. In fact, the market potential in Depok is quite large, especially among academics and housewives, who require ready-to-eat, hygienic, and nutritious food products.

Therefore, in-depth analysis is needed to formulate the right development strategy so that the marinated catfish product can be widely accepted. This research is titled "Strategy for Developing

Marinated Catfish (*Clarias gariepinus*) Products in Depok City, West Java,” which aims to identify the business conditions, factors affecting product development, and formulate effective strategies using SWOT analysis.

MATERIALS AND METHODS

This research was conducted on Micro, Small, and Medium Enterprises (MSMEs) processing marinated catfish in Depok City, West Java, which was purposively selected due to the high level of fisheries MSME activity in the area and its strategic market access. The research was carried out from March to April 2025, encompassing data collection and analysis stages.

The data used in this study consists of both primary and secondary data. Primary data was obtained through in-depth interviews using questionnaires and direct observations of the marinated catfish business operators, covering aspects of production, marketing, and resources. Meanwhile, secondary data was sourced from various references such as scientific journals, books, previous research findings, online articles, and official reports from the Central Statistics Agency (BPS) and the Ministry of Marine Affairs and Fisheries (KKP) that are relevant to the research topic.

Respondents were selected using purposive sampling method based on specific characteristics relevant to the research object (Tukiran, 2012). The respondents consisted of three MSMEs processing marinated catfish, namely LESIGO, Gerai D’Pita, and Terra Farm. The primary informants were the owners or managers of these businesses, who had in-depth knowledge of the operations, business strategies, and challenges faced.

Data analysis was performed using both descriptive and quantitative approaches, employing the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, and SWOT Analysis. The primary data obtained was processed using Microsoft Excel to determine the weight and score of each strategic factor. The IFE Matrix was used to assess internal strengths and weaknesses, while the EFE Matrix was used to identify external opportunities and threats affecting MSME performance. The results of these two matrices were then combined through SWOT Analysis to formulate the appropriate development strategy for marinated catfish MSMEs in Depok City, aiming to enhance competitiveness and business sustainability.

RESULTS AND DISCUSSION

The business condition reflects the overall operational performance of MSMEs, covering aspects such as procurement of production facilities, production processes, and marketing of processed products (Djuwendah, 2018). In the marinated catfish MSMEs in Depok City, these three aspects mutually support each other in maintaining efficiency and business sustainability.

In terms of raw material procurement, MSMEs source their catfish from local farmers in Parung and Depok, while Terra Farm engages in independent cultivation using a biofloc system. Marinade spices are partially produced in-house by LESIGO and Gerai D’Pita using fresh ingredients, while Terra Farm uses ready-made spices from suppliers. All MSMEs use supporting equipment such as freezers, vacuum sealers, and digital scales to maintain product quality and consistency. The production process includes cleaning the fish, soaking it in salt and lemon, mixing the marinade, weighing, and vacuum packaging before storing the product in freezers (Organization, 2019).

Regarding marketing, the marketing mix strategy is implemented through the four key components: product, price, distribution, and promotion. The marinated catfish product is developed as a nutritious and practical innovation for urban communities. The selling price is relatively competitive, ranging from IDR 30,000 to IDR 59,000 per package, depending on the size and type of product. The product’s shelf life is one month in the freezer, allowing distribution outside the Depok area through direct sales, bazaars, and online platforms like Tokopedia. In terms of promotion, LESIGO and Gerai D’Pita are actively utilizing social media and bazaar activities, while Terra Farm leverages academic networks around the University of Indonesia and Binus University. However, promotion remains partial and requires an integrated strategy to expand market reach.

External factors also affect the sustainability of the business, including economic, technological, social, and political factors. Fluctuating exchange rates and rising raw material prices pressure profits, while digital technology advancements open opportunities for efficiency and market expansion online. From a social perspective, increasing consumer awareness of nutritious and practical food strengthens the market potential for marinated catfish. Political factors also play a role

through local government policies that provide support for training, bazaar facilitation, and production tool assistance, although licensing and certification remain major challenges.

Table 1. IFE (Internal Factor Evaluation) UMKM LESIGO, 2025

Internal Factors	Weight	Rating	Total Score
Strengths			
Practical and easy-to-use presentation	0,1	4	0,40
Nutritional content in processed catfish products	0,11	4	0,44
Product has a long shelf life (does not spoil quickly)	0,06	3	0,18
Delicious taste of processed catfish products	0,07	4	0,28
Location near catfish farming areas	0,07	3	0,21
Affordable product pricing	0,08	3	0,24
Weaknesses			
Promotional activities are less than optimal	0.10	1	0.10
Limited menu variety	0.08	2	0.16
No halal certification from BPOM	0.08	1	0.08
Market reach is still limited	0.10	2	0.20
No business partners	0.07	2	0.14
Limited production and marketing human resources	0.08	1	0.08
Total	1.00		2.51

Table 2. IFE (Internal Factor Evaluation) UMKM Gerai D’Pita, 2025

Internal Factors	Weight	Rating	Total Score
Strengths			
Practical and easy-to-use presentation	0.10	4	0.40
Nutritional content in processed catfish products	0.09	4	0.36
Product has a long shelf life (does not spoil quickly)	0.07	3	0.21
Delicious taste of processed catfish products	0.07	4	0.28
Location near catfish farming areas	0.07	3	0.21
Affordable product pricing	0.07	1	0.07
Weaknesses			
Promotional activities are less than optimal	0.10	3	0.30
Limited menu variety	0.08	1	0.08
No halal certification from BPOM	0.08	1	0.08
Market reach is still limited	0.10	2	0.20
No business partners	0.07	2	0.14
Limited production and marketing human resources	0.08	1	0.08
Total	1.00		2.66

Table 3. IFE (Internal Factor Evaluation) UMKM Terra Farm, 2025

Internal Factors	Weight	Rating	Total Score
Strengths			
Practical and easy-to-use presentation	0.14	4	0.56
Nutritional content in processed catfish products	0.08	4	0.32
Product has a long shelf life (does not spoil quickly)	0.08	4	0.32
Delicious taste of processed catfish products	0.08	4	0.32
Location near catfish farming areas	0.08	3	0.24
Affordable product pricing	0.03	3	0.09
Weaknesses			
Promotional activities are less than optimal	0.09	1	0.09
Limited menu variety	0.08	2	0.16
No halal certification from BPOM	0.08	1	0.08
Market reach is still limited	0.10	2	0.20
No business partners	0.10	1	0.10
Limited production and marketing human resources	0.08	1	0.08
Total	1.00		2.56

The results of the Internal Factor Evaluation (IFE) analysis show that the internal strengths of the MSMEs are in the moderately strong category, with scores of 2.52 for LESIGO, 2.66 for Gerai D’Pita, and 2.56 for Terra Farm. This indicates the MSMEs' ability to manage resources effectively, in line with Setiyorini's (2018) finding, which states that an IFE value above 2.5 indicates a solid internal condition. Meanwhile, the External Factor Evaluation (EFE) analysis shows scores of 3.21 for LESIGO, 3.61 for Gerai D’Pita, and 3.16 for Terra Farm, indicating considerable external opportunities.

Table 4. EFE (External Factor Evaluation) UMKM LESIGO, 2025

External Factors	Weight	Rating	Total Score
Opportunities			
Increased consumer interest in products with high nutritional content	0.10	4	0.40
Strategic business location	0.08	3	0.24
Availability of regional government programs that can increase sales through bazaars	0.07	3	0.21
Online sales can expand market reach	0.09	4	0.36
Increased public awareness of the benefits of catfish	0.01	3	0.30
Threats			
Rising feed prices for catfish, affecting product pricing	0.10	4	0.40
High business competition	0.08	2	0.16
Rising raw material costs	0.08	4	0.32
Price comparison with other competitors	0.10	3	0.30
Slow adoption of technology affecting production of catfish	0.10	2	0.20
Supply conditions and fluctuations	0.05	1	0.05
Total	1.00		3.21

Table 5. EFE (External Factor Evaluation) UMKM Gerai D’Pita, 2025

External Factors	Weight	Rating	Total Score
Opportunities			
Increased consumer interest in products with high nutritional content	0.10	4	0.40
Strategic business location	0.09	3	0.27
Availability of regional government programs that can increase sales through bazaars	0.09	4	0.36
Online sales can expand market reach	0.06	4	0.24
Increased public awareness of the benefits of catfish	0.10	4	0.40
Threats			
Rising feed prices for catfish, affecting product pricing	0.09	4	0.36
High business competition	0.08	3	0.24
Rising raw material costs	0.08	4	0.32
Price comparison with other competitors	0.10	3	0.30
Slow adoption of technology affecting production of catfish	0.11	4	0.44
Supply conditions and fluctuations	0.05	1	0.05
Total	1.00		3.61

Table 6. EFE (External Factor Evaluation) UMKM Terra Farm, 2025

External Factors	Weight	Rating	Total Score
Opportunities			
Increased consumer interest in products with high nutritional content	0.12	3	0.36
Strategic business location	0.08	3	0.24
Availability of regional government programs that can increase sales through bazaars	0.08	3	0.24
Online sales can expand market reach	0.09	3	0.27
Increased public awareness of the benefits of catfish	0.08	4	0.32
Threats			
Rising feed prices for catfish, affecting product pricing	0.12	3	0.36
High business competition	0.08	4	0.32
Rising raw material costs	0.08	3	0.24
Price comparison with other competitors	0.08	3	0.24
Slow adoption of technology affecting production of catfish	0.08	3	0.24
Supply conditions and fluctuations	0.08	3	0.24
Total	1.00		3.16

The results of the EFE show scores of 3.21 for LESIGO, 3.61 for Gerai D’Pita, and 3.16 for Terra Farm. These scores indicate that all three MSMEs have good development opportunities amidst external dynamics. Gerai D’Pita ranks the highest due to its successful use of digital technology and its strong reputation through various product innovation awards from the Freshwater Aquaculture and Fisheries Extension Research Center. LESIGO leverages social networks and the owner's position as the head of the Sawangan District MSME to expand its local market, while Terra Farm utilizes its proximity to the academic environment around the University of Indonesia and Binus University to reach the student and academic community segments.

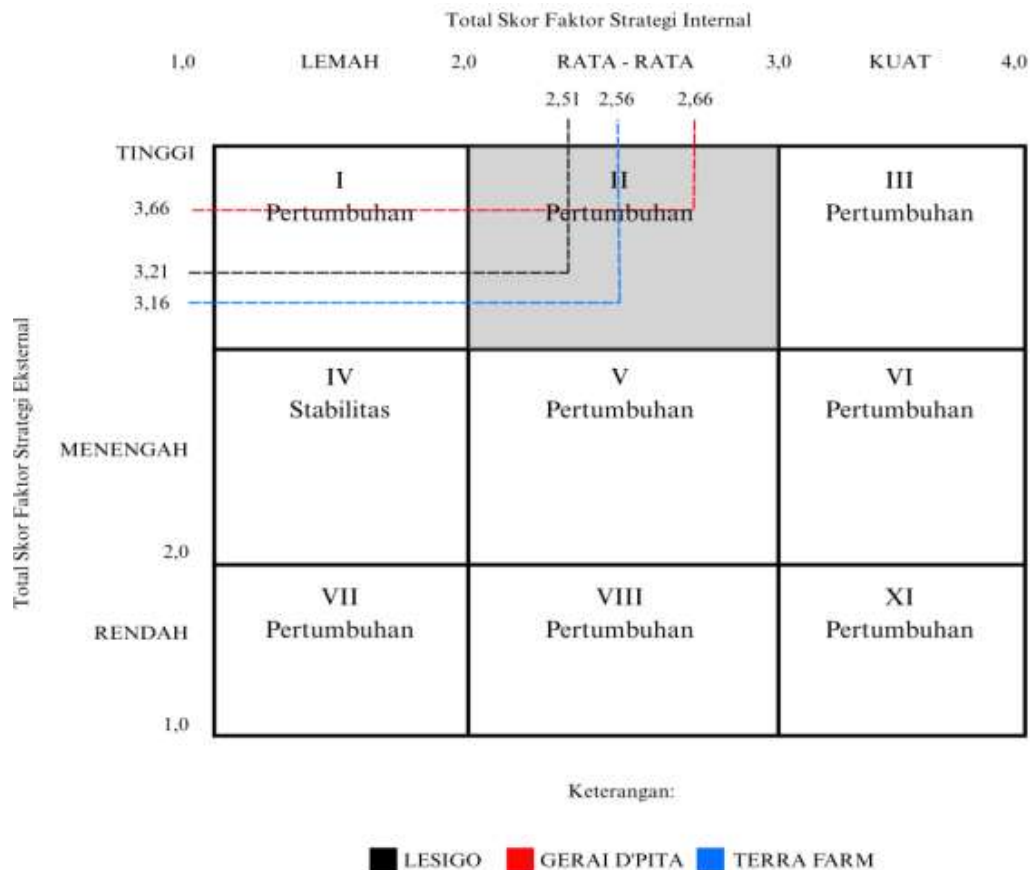


Figure 1. Internal-External Matrix, 2025

In Figure 1, it can be seen that the intersection of the total IFE and EFE scores for the marinated catfish MSMEs in Depok City is located in Quadrant II, which indicates "Grow and Build." The IFE score positions are at an average level, with LESIGO scoring 2.51, Terra Farm scoring 2.56, and Gerai D’Pita scoring 2.66. The EFE scores are in the high position, with LESIGO scoring 3.16, Terra Farm scoring 3.21, and Gerai D’Pita scoring 3.66. Therefore, the strategies applied to these MSMEs vary due to differing conditions. The strategies implemented by LESIGO and Terra Farm are intensive growth strategies.

The strategy that should be applied to Gerai D’Pita is the stability strategy. According to Kotler (2016), the stability strategy, or survival strategy, aims to maintain the existing position or performance of the MSME, while improving operational efficiency and effectiveness. Gerai D’Pita is in a good position in terms of production and marketing.

Based on the results of the development strategy analysis for the marinated catfish MSMEs in Depok City, it can be concluded that the business activities encompass three main aspects: production facility procurement, production process, and marketing. The procurement process is carried out through needs analysis and the selection of appropriate suppliers to ensure the availability of raw materials. The production stages include cleaning the fish, mixing the marinade, packaging, and storing in a freezer with a minimum marination time of one hour. The products are sold directly to consumers or through retailers with price variations—LESIGO sets a price of IDR 30,000 per 500 grams and IDR 50,000 per kilogram, Gerai D’Pita sells headless products for IDR 31,000–IDR 59,000, while Terra Farm sets the price at IDR 30,000 per 500 grams. The internal factor analysis shows that Gerai D’Pita has the highest internal strength with a score of 2.66, indicating a strong position. LESIGO scored 2.51, and Terra Farm scored 2.56, showing an intermediate condition that still requires internal capacity improvement. Meanwhile, the external factor analysis shows significant development opportunities with an EFE score of 3.61 for Gerai D’Pita, 3.21 for LESIGO, and 3.16 for Terra Farm. Overall, the position of the marinated catfish MSMEs is in Quadrant II (growth and build strategy), indicating a growth phase with relatively stable internal conditions and high external opportunities.

Based on these results, the recommended development strategy for LESIGO and Terra Farm is an intensive growth strategy, focusing on increasing sales, product innovation, and market expansion through the optimization of available resources. Meanwhile, Gerai D’Pita is advised to implement a stability strategy by maintaining product quality, improving customer service, cost efficiency, and collaborating with other MSME actors. Additionally, LESIGO and Terra Farm need to strengthen product innovation, such as developing catfish floss or nuggets, and utilizing social media and digital platforms to expand market reach. Gerai D’Pita needs to maintain its competitive advantage by preserving its product reputation and forming strategic partnerships to face competition with large-scale companies. In general, the sustainability and competitiveness of the marinated catfish industry in Depok City will depend on the MSMEs' ability to integrate innovation, digital marketing, and continuous collaboration among business actors.

CONCLUSIONS

The analysis of the development strategies for marinated catfish MSMEs in Depok City reveals that these businesses are positioned in a growth phase, with relatively stable internal conditions and promising external opportunities. The internal evaluation shows that Gerai D’Pita holds the highest internal strength, while LESIGO and Terra Farm still need to improve their internal capacities. External opportunities for all three MSMEs are significant, as indicated by their strong EFE scores. Based on these findings, the strategies for LESIGO and Terra Farm should focus on intensive growth, emphasizing product innovation, sales increase, and market expansion through digital marketing. On the other hand, Gerai D’Pita is advised to adopt a stability strategy, focusing on maintaining its competitive edge and improving operational efficiency.

For LESIGO and Terra Farm, it is essential to strengthen product innovation by developing new product variations such as catfish nuggets or floss and leveraging digital platforms for marketing and market expansion. These businesses should also optimize existing resources to increase their sales and reach broader markets. Gerai D’Pita should focus on sustaining its current strengths by maintaining product quality, enhancing customer service, and reducing operational costs. Collaborating with other MSMEs and forming strategic partnerships will help Gerai D’Pita remain competitive in the market. Overall, the sustainability and growth of the marinated catfish industry in Depok City will depend on the MSMEs' ability to integrate innovation, digital marketing strategies, and continued collaboration among stakeholders.

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