

DEVELOPMENT STRATEGY OF THE SABILULUNGAN SOREANG MODERN FISH MARKET, BANDUNG REGENCY

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ABSTRACT

The Marine and fisheries sector is one of the resources-based industries sector that has a competitive advantage to drive the national economy, One of the programs to increase economic development in the fisheries sector is the development of the Modern Fish Market in Soreang District, Bandung Regency. This study was conducted from May to August 2022 at the Sabilulungan Soreang Modern Fish Market, Bandung Regency, West Java. The method used in this research is the case study method using qualitative with a descriptive approach. Data analysis was carried out by descriptively used Likert scale method to determine consumer preferences, internal factor evaluation matrix (IFE), external factor evaluation matrix (EFE), and SWOT analysis to formulate strategic directions for the development. The results showed that The Sabilulungan Modern Fish Market has strength in the form of a good management system with the highest score of 0.51 out of a total strength score of 1.76. The biggest weakness is that the work plan is not optimal with a score of 0.25 out of 0.74. The biggest opportunity is the advancement of information and communication technology with a score of 0.63 out of 2.10. The biggest threat is the commodity rising price which makes people's purchasing power decrease with a score of 0.21 out of 2.70. This proves that the market has not fully utilized advances in information and communication technology in carrying out market development. Utilizing technological advances in carrying out market management systems needs to be done to build the image of the Sabilulungan Modern Fish Market. Thus it can improve the marketing system and the satisfaction of merchants who sell and build consumer confidence in the Sabilulungan Modern Fish Market.

Keyword : Development strategy, fish market, SWOT analysis.

1. INTRODUCTION

Regional economic development is a process that is carried out on an ongoing basis with the aim of improving the welfare of the community, both expanding employment opportunities, improving regional economic relations, and equitable distribution of income. The main policy that needs to be done in order to achieve the objectives of regional economic development is to seek as much as possible regional development priorities in accordance with the potential possessed by the region. West Java and DKI Jakarta provinces are the provinces with the highest Gross Regional Domestic Product Value on the island of Java (Statistics, 2016). Bandung regency has a Gross Regional Domestic Product (GRDP) value of 10.72 trillion rupiah in 2018 which increased to 124 trillion rupiah in 2019. In the 2015-2019 period the Agriculture, Forestry, and Fisheries sectors were included in the 4 big categories that increased the GRDP value of Bandung Regency.

The Marine and fisheries sector is one of the resources-based industries sector that has a competitive advantage to drive the national economy, this potential should be optimally developed both in terms of production, processing distribution, and marketing. One of the programs to increase economic development in the fisheries sector is the development of the Modern Sabilulungan Fish Market in Soreang District, Bandung Regency. The construction of the Sabilulungan Modern Fish Market aims to increase the distribution and consumption of Fish and can become a community work area in the Bandung Regency area (KKP 2019). The success indicator of the Modern Fish Market Development program is the implementation of modern Fish Market Development with a stall occupancy rate of 50% in the first year, 70% in the second year, and 100% in the third year as stated in the Director General

Regulation on strengthening the competitiveness of Marine and fisheries products in 2019 number 06 concerning Technical Guidelines for the distribution of government assistance for Modern Fish Market Development in 2019. The company needs to make the right strategy to achieve the expected goals and win the fierce business competition. This became the basis for the authors to conduct research with the title development strategies of Modern Fish Sabilulungan Soreang Bandung Regency. This study is expected to be used as input to the managers of the Sabilulungan Modern Fish Market in carrying out business development.

2. METHOD

This study was conducted from May to August 2022 at the Sabilulungan Soreang Modern Fish Market, Bandung Regency, West Java. The method used in this research is the case study method using qualitative with a descriptive approach.

This study was conducted to describe the state of objects or events to draw a conclusion with the type of data collected includes primary data and secondary data. The technique of deciding the respondents in this study was conducted using the census method and accidental sampling. Data analysis was carried out by descriptively used Likert scale method to determine consumer preferences towards marketing of the Sabilulungan Soreang Modern Fish Market which refers to the marketing mix, internal factor evaluation matrix (IFE), external factor evaluation matrix (EFE), and SWOT analysis to formulate strategic directions for the development of Sabilulungan Soreang Modern Fish Market

3. RESULTS AND DISCUSSION

3.1 Characteristics Of Respondents

The distribution of questionnaires included three parts, namely the manager of the Sabilulungan Modern Fish Market, Merchants of the Sabilulungan Modern Fish Market, and consumers at the Sabilulungan Modern Fish Market as shown in the Table- 1 below.

Table -1 : Characteristics Of Respondents

Respondent	Characteristic		Total	%
Manager	Gender	Male	11	64,7
		Female	6	35,3
	Age	<20	-	-
		21-30	4	23,5
		31-40	11	64,7
		41-60	2	11,8
	Education	Elementaary School	-	-
		Junior High School	-	-
		Senior High School	4	23,5
		Bachelor	13	76,5
Merchants	Gender	Male	6	35,3
		Female	11	64,7
	Age	<20	-	-
		21-30	-	-
		31-40	10	58,8
		41-60	7	41,2
	Education	Elementaary School	-	-
		Junior High School	3	17,6
		Senior High School	14	82,4

	Have Experience	Bachelor	-	-
		Yes	7	41,2
	Types of products	No	10	58,8
		Fish	7	41,2
		Cooking Services	4	23,5
		Seasoning	1	5,8
Consumer	Gender	Food and Drink	5	29,5
		Male	41	41
	Age	Female	59	59
		<20	-	-
		21-30	27	-
		31-40	38	38
		41-60	36	36
	Education	>60	9	9
		Elementaary School	1	1
		Junior High School	19	19
Senior High School		71	71	
		Bachelor	9	9

3.2 Merchants Satisfaction

Aspect of Product

Merchants' perceptions regarding product aspects, fish being the most widely sold product with a total of 7 out of 17 trade products. The product most favored by consumers is consumption fish, both freshwater and marine fish (seafood). Products sold come from various places, namely Indramayu, Pangandaran, North Beach, Tegal, and main markets such as Ciroyom Market and Caringin Market. The main market is a place that often supplies products at the Sabilulungan Soreang Modern Fish Market. The products sold in the Modern Fish Market of Sabilulungan are of good quality. This is in accordance with the facilities owned by the market, such as cool storage, dry stall, wet, and adequate water salinity so that products can be sold by merchants with good quality and standards.

Aspect of Price

The aspect of merchant capital prices at the Sabilulungan Modern Fish Market is quite varied, the smallest capital is at Rp700,000.00 and the largest capital is Rp2,500,000.00 with the largest profit of Rp5,000,000.00. The average capital issued by merchants is Rp8,200,000.00. Merchant increase selling prices and reduce production costs when product prices rising and consumers will also be reduced as product prices rise. Bargaining often occurs and there is a need for communication from merchants to provide consumers with an understanding of production prices that are currently experiencing an increase.

Aspect of Location

The perception of merchants regarding aspects of the location of the Modern Fish Market (PIM) Sabilulungan, 2 merchants said the location of Sabilulungan Modern Fish Market is very strategic, 14 merchants said that the location is strategic, and 1 merchants said it is quite strategic. The arrangement of stall stalls in Sabilulungan Modern Fish Market had different answers from 17 merchants, 5 merchants stated that there was no provision in determining stall stalls, while 12 merchants stated that there was a provision in determining stall stalls while all merchants agree that the location of PIM Sabilulungan provides convenience in selling.

According to the Regulation of the President of the Republic of Indonesia No. 112 of 2007 concerning the conditions for market development, planning and development are accessibility, compatibility, and flexibility. Based on the accessibility requirements, the Sabilulungan Modern Fish Market has met the accessibility requirements, and

transportation access and has very good traffic regulations. The location has access to the toll road and is quite close to the market expansion area and integrated facilities. Thus market fulfills the flexibility requirement with a location that allows for physical growth or expansion of the area. However, the location of the Sabilulungan Modern Fish Market does not have a harmonious and integrated area because of the distance from the location of selling fresh fish that is used as a selling product. This can be seen from product suppliers who are outside the Soreang or South Bandung area.

Aspect of service

Based on the results, the service in the Modern Fish Market Sabilulungan is already good, it is proven through the sample studied as much as 3 merchants stated the service and the attitude of the manager towards the t merchants is very good, 12 merchants stated the service and the attitude of the manager to the merchants is good, and 2 merchants stated the service and the attitude of the manager to the merchants is quite good. Market managers provide guidance or counseling on a good and regular basis, it is supported by 4 perceptions of merchants who stated very good, 11 merchants stated Good, 1 merchant stated quite good, and 1 merchant stated not good. Market managers are quick and responsive to complaints given by merchants it has been well proven that 15 out of 17 merchants stated that the manager was quick and responsive in responding to problems and 2 merchants stated that they were quite responsive and quick in responding to problems.

88.2% of merchants stated that the manager is quick and responsive in responding to problems, so it can be concluded that the responsiveness of the manager is good. The speed of service provided is the responsiveness of the manager in providing the required services. Responsiveness is the result of reason and thoughts aimed at merchantss. In other words, the desire or readiness of the managers to provide the services needed by merchants is fulfilled properly.

Aspect of Retribution

According to Law Number 28 of 2009, retribution is regional levies as payments for services or the granting of certain permits specifically provided and/or granted by the Regional Government for the benefit of individuals or entities. merchants who sell at the Sabilulungan Modern Fish Market have not made retribution payments since the manager of the Sabilulungan Modern Fish Market is held by PT Warung Grosir (WAGROS). This was done by the manager because the manager felt that he still had no right to collect retribution fees with market conditions that were not yet optimal. Thus the manager provides guarantees to the merchants to be able to use the market land as they please accompanied by the manager's movement to make improvements.

Aspects of Infrastructure

The Sabilulungan Modern Fish Market can be stated to have a complete infrastructure, with a variety of public spaces such as toilets, a mosque, a parking area, and a food court. The perception of merchants regarding the completeness of existing facilities is that 1 merchant stated very complete, 13 merchants stated complete, 2 merchants stated quite complete, and 1 merchant stated incompletely. The facilities at this market function in accordance with their usefulness but are still declared dirty. This is in accordance with the perception expressed by 10 merchants who stated that the facilities function properly and some facilities are not suitable for use due to Dirty, 4 merchants stated that there are facilities that do not work, and 3 merchants stated that all facilities function according to their functions and are suitable for use.

Completeness, usability, and cleanliness of the facilities owned are one of the factors for market development. According to Presidential Decree Number 112 of 2007 concerning the Development, Arrangement, and Development of Markets, it is obligatory to provide facilities that guarantee a clean, healthy (hygienic), and safe market. Thus the facilities need to be maintained by maintaining the completeness of the facilities, always keeping the facilities functioning according to their use, and increasing the frequency of cleaning to create a clean and comfortable market environment.

Aspects of Consumer

Based on the result, 8 out of 17 merchants stated that the number of consumers was uncertain, 9 merchants stated the number of consumers with different values, and the number of consumers obtained ranged from 5 to 6 consumers per day up to 100 consumers in one day. All merchants at Sabulungan Modern Fish Market have regular customers. Apart from being influenced by perceived service quality, merchant satisfaction is also determined by product quality, price, service quality, and emotional factors. So it can be said that merchants have perceptions that are in line with expectations. The results obtained tend to state that merchants are satisfied with the performance and facilities provided by this market. promotions that are not maximized are the thing that merchants emphasize very much when conducting interviews, but regardless of that, merchants are satisfied with the service of the market manager.

3.3 Customer Satisfaction

Table -2 : Customer Satisfaction

Item		SS	S	N	TS	TST	Average	Total Score	Percentage
Product									
X1	Freq.	22	60	11	7	0	4	397	80%
	Score	110	240	33	14	0			
X2	Freq.	8	28	36	27	1	3,2	315	64%
	Score	40	112	108	54	1			
X3	Freq.	4	18	32	44	2	2,85	278	57%
	Score	20	72	96	88	2			
Price									
X4	Freq.	3	47	43	6	1	3,35	345	67%
	Score	15	188	129	12	1			
X5	Freq..	6	52	31	7	4	3,25	349	65%
	Score	30	208	93	14	4			
X6	Freq.	0	32	19	32	17	2,75	266	55%
	Score	0	128	57	64	17			
Promotion									
X7	Freq.	1	7	8	47	37	1,95	188	39%
	Score	5	28	24	94	37			
X8	Freq.	7	36	32	25	0	3,1	325	62%
	Score	35	144	96	50	0			
X9	Freq.	1	18	35	24	22	2,25	252	45%
	Score	5	72	105	48	22			
Place									
X10	Freq.	4	58	36	2	0	3,6	364	72%
	Score	20	232	108	4	0			
X11	Freq.	12	63	20	5	0	4	382	80%
	Score	60	252	60	10	0			
X12	Freq.	6	25	16	50	3	3	281	60%
	Score	30	100	48	100	3			

*Score interpretation criteria :

- Figures 0-20% = Strongly Disagree
- Figures 21-40% = Disagree
- Figures 41-60% = Simply Agree

- Figures 61-80% = Agree
- Figures 81-100% = Strongly Agree

Based on the results, it can be seen in the consumer perception table regarding the product, it is found that the product of the Sabilulungan Modern Fish Market has good quality, and has the highest value with a percentage of 80%, which means agree. Product evaluation is better than products in traditional markets with a percentage value of 64%, which means agree. The assessment regarding having various product variations has a percentage of 57%, which means that it is quite agreed.

The assessment of 100 respondents regarding the price of Sabilulungan Modern Fish Market stated that affordable prices had a percentage of 67%, which means they agreed. The price offered according to product quality has a percentage value of 65%, which means that consumers agree with this. The assessment of various payment methods has a percentage of 55%, which means that they quite agree.

The attractive promotion offered has the smallest rating value in the promotion aspect with a percentage value of 39%, which means consumers do not agree. Consumers consider that the services provided give a good impression with a percentage value of 62%, which means they agree. The information provided during the promotion has a percentage value of 45%, which means that consumers quite agree.

The assessment given to the place instrument at the Sabilulungan Modern Fish Market in the strategic location statement has a percentage value of 72%, which means that it agrees. Easily accessible locations have a percentage value of 80%, which means consumers agree with this statement. The statement of a comfortable and clean location has a percentage value of 60%, which means that the statement is sufficient.

3.4 IFAS and EFAS analysis

The IFE matrix shows the internal factor value of the Sabilulungan Modern Fish Market. The biggest strength factor is in a good management system with a score of 0.51. The process of communication and providing motivation is quite good for t merchants with a score of 0.47. The strategic location has a value of 0.4. The facilities are the lowest factor with a score of 0.38. The total strength score on the internal factor is 1.76. The work plan at the Sabilulungan Soreang Modern Fish Market that is not optimal is the biggest weakness factor with a score of 0.25. Promotional media that is not optimal has a score of 0.24. Management of cleanliness, security, and order is not optimal with a score of 0.13. The lowest factor is the response to complaints that are not good with a score of 0.12. The total score for weakness in internal factors is 0.74.

Table -3 : IFE matrix analysis

No.	Strategy Factors	Weight	Rating	Score
Strength				
1	The process of communication and motivation is quite good to the merchants.	0,12	4	0,47
2	Sabilulungan Modern Fish Market has strategic location	0,13	3	0,40
3	Good management system	0,13	4	0,51
4	Facilities owned by Sabilulungan Modern Fish Market complete	0,13	3	0,38
				1,76
Weakness				
5	The work plan is not optimal	0,12	2	0,25
6	Management of cleanliness, security and order is not optimal	0,13	1	0,13
7	Response to complaints is not good	0,12	1	0,12
8	Promotional media is not optimal	0,12	2	0,24

				0,74
	Total	1	20	2,50

The EFE matrix shows the external factor value of the Sabilulungan Modern Fish Market. The biggest opportunity factor lies in the progress of information and communication technology with a score of 0.63. High consumer purchasing power with a score of 0.54. Having a competent work partner gets a score of 0.47. Government assistance to the market is the lowest opportunity factor with a score of 0.46. The total opportunity score on external factors is 2.10. The increase in commodity prices made people's purchasing power decrease, becoming the biggest threat factor with a score of 0.21. Rising production prices make people tend to reduce consumption and purchase intention because selling prices will increase with a score of 0.19. The entry of new entrants and the existence of existing market competitors have the same score, namely 0.10 being the lowest threat factor. The total threat score on external factors is 0.60.

Table -4 : EFE matrix analysis

No.	Strategy Factors	Weight	Rating	Score
Opportunity				
1	High purchasing power of consumers	0,14	4	0,54
2	Government assistance to the market	0,15	3	0,46
3	Competent partner	0,16	3	0,47
4	Advances in information and communication technology	0,16	4	0,63
				2,10
Threat				
5	Low fish consumption rate	0,10	1	0,10
6	The existence of a competitor's market	0,10	1	0,10
7	Commodity rising price has reduced people's purchasing power	0,10	2	0,21
8	Supply and distribution of fish procurement is difficult	0,10	2	0,19
		0,40		0,60
	Total	1	20	2,70

3.5 Strategy Matrix Analysis

$$\begin{aligned} \text{Strengths - Weaknesses} &= 1,76 - 0,74 \\ (x) &= 1,02 \\ \text{Opportunity - Threat} &= 2,10 - 0,60 \\ (y) &= 1,50 \end{aligned}$$

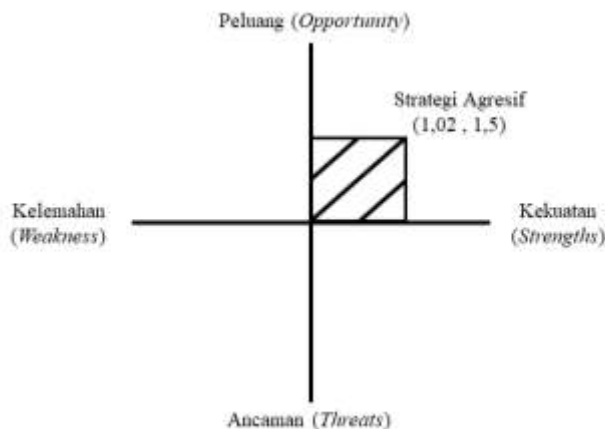


Figure -1 : SWOT Matrix analysis diagram

The position of the Sabilulungan Modern Fish Market can be seen from the calculation above, using the results of the difference in strengths and weaknesses on the x-axis and the difference between opportunities and threats on the y-axis in Figure 1. Sabilulungan Modern Fish Market is in quadrant I. this position shows a profitable position because it indicates a strong market position and has good opportunities. The market position which is located in quadrant I supports an aggressive strategy. The strategy taken based on the position of the Sabilulungan Modern Fish Market which is located in quadrant I is the (S-O) strategy. This strategy is in accordance with the conditions of the market, which has strengths and supported by the opportunities that Sabilulungan Modern Fish Market has. in the strategy (S-O) that can be taken by the market is to maintain high consumer purchasing power with a good management system to create a comfortable environment for t merchants and consumers.. Make the best use of government assistance to complete and maintain market facilities. Utilizing technological advances in running the management system. Maximizing cooperation with partners by utilizing the strategic location of market. In addition to the (S-O) strategy for the market, there are other strategies, namely (W-O) strategy, (S-T) strategy, (W-T) strategy that arise because of the strengths, weaknesses, opportunities and threats to the Sabilulungan Modern Fish Market. . The details of the strategies for these intern l and external factors can be seen in the SWOT matrix in Table -5.

Table -5 : SWOT Matrix

Internal External	(Strength-S) 1. The process of communication and providing motivation is quite good for merchants 2. The location of Sabilulungan Modern Fish Market is strategic 3. Good management system 4. The facilities owned by Sabilulungan Modern Fish Market are complete	(Weakness-W) 1. The work plan of Sabilulungan Modern Fish Market has not been optimal 2. The management of cleanliness, security and order has not been optimal 3. The response to complaints is not good 4. Media promotion is not optimal
	(Oppurtunity-O) 1. High consumer	1. Maintain high consumer purchasing power with a

<p>purchasing power</p> <ol style="list-style-type: none"> 2. Government assistance to the market 3. Having competent work partners 4. Advances in information and communication technology 	<p>good governance system to create a comfortable environment for merchants and consumers</p> <ol style="list-style-type: none"> 2. Make the best use of government assistance to complete and maintain Sabilulungan Modern Fish Market facilities. 3. Utilizing technological advances in running the management system 4. Maximizing cooperation with partners by utilizing the strategic location of Sabilulungan Modern Fish Market 	<p>advances to improve Sabilulungan Modern Fish Market 's business.</p> <ol style="list-style-type: none"> 2. Utilizing competent partners for management of cleanliness, security and order that is not optimal. 3. Cooperating with the government in carrying out work programs. 4. Improving response to complaints to maintain high consumer purchasing power.
<p>(Threats-T)</p> <ol style="list-style-type: none"> 1. Low consumption of fish 2. Existence of existing competitive markets 3. commodity rising price has reduced people's purchasing power 4. Supply and distribution of difficult fish procurement 	<ol style="list-style-type: none"> 1. Improve response to merchant complaints 2. Create closer relationships with consumers and expanding networks can reduce space for other entrepreneurs in terms of consumer competition. 3. Utilizing strategic locations by cooperating with fish distributors to reduce production costs. 	<ol style="list-style-type: none"> 1. Develop more effective and efficient market work plan 2. Conducting promotions in various media can increase the number of consumers to shop and the media can become a conduit for information for consumers, such as information on price increases from the government and conducting campaigns regarding fish consumption.

4. CONCLUSIONS

The Sabilulungan Modern Fish Market has strength in the form of a good management system with the highest score of 0.51 out of a total strength score of 1.76. The biggest weakness is that the work plan of the Sabilulungan Modern Fish Market is not optimal with a score of 0.25 out of 0.74. The biggest opportunity is the advancement of information and communication technology with a score of 0.63 out of 2.10. The biggest threat is the commodity rising price which makes people's purchasing power decrease with a score of 0.21 out of 2.70. This proves that the Sabilulungan Modern Fish Market has not fully utilized advances in information and communication technology in carrying out market development.

Merchants ' perceptions and consumers' perceptions say that the promotion carried out by the Sabilulungan Modern Fish Market is not optimal. Meanwhile, the Sabilulungan Modern Fish Market has the opportunity to take advantage of advances in technology and communication. Utilizing technological advances in carrying out market management systems needs to be done to build the image of the Sabilulungan Modern Fish Market. Thus it can improve the marketing system and the satisfaction of merchants who sell and build consumer confidence in the Sabilulungan Modern Fish Market.

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