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Development of Tuna Processed Business in Pacitan District, Indonesia

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Abstract

This study aimed to formulate alternative business development strategies of processed tuna in KUB Navar Bahari Raya. This study were using strengths, weaknesses, opportunities and threats data of the tuna processed business and were using the SWOT analysis method. Results showed the alternative development strategies include: maintaining product quality to increase customer loyalty, innovating technology to improve production efficiency, improving ability to access capital, optimizing government assistance by to improve the productivity and management capabilities, improving the ability of business management and marketing technology.

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1. Introduction

Fish consumption was became popular around the world due its high protein content, low saturated fatty acids, and high omega fatty acids (Ikem and Egibor, 2005), including tuna. Indonesia was the biggest tuna producer in 2004, and in progress the production was increase 0.5 % per year in 2010 to 2014. Tuna management was facing global pressure. Besides increasing the fishing management, strategy that could be done to overcome this pressure was by developing products, including quality improvement and product diversification (Sunoko et al., 2014).

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Role of Indonesian Tuna industry increasingly are important and strategic, especially in supporting the nation's economy. In the past five years, Indonesia became the country's second largest tuna producer in the world by supplying more than 16 % of total world production of tuna (FAO, 2014). The data of total exports in the first quarter 2015 will be released Central Statistics Agency (BPS) recorded a surplus of fisheries products in the trade of fisheries sector. Tuna commodity is the most contributors of Indonesian fishery export value after shrimp, which reached USD 89.41×10^6 (KKPRI, 2015).

Pacitan was a district in East Java that has potential natural resources, one of them was marine potency. Vast coastal region in this area gave high potency of fishery resources that reach 7 822.8 t or equal to IDR 65.6×10^9 in 2013 (BPS, 2014). It give a big opportunity to develop fishery business based on maritime potency.

KUB (Joint Bussiness Group) Navar Bahari Raya produced processed sea foods, such as tahu bakso (tofu with meatball inside), nugget, otak-otak (fish dough wrapped with banana leaf then grilled), dim sum, tuna spring roll etc. KUB Navar Bahari Raya has been run for 5 yr under Rhina Azhari leading. It produces various tuna processed products. Its products was distributed at gift store around Pacitan, Solo, Yogyakarta and Malang. In a day it produced 1 000 pcs to 2 000 pcs of each product and the demand usually increased sharply toward Ied Mubarak and holiday seasons because Pacitan was a potential tourist destination area.

KUB Navar Bahari Raya had many problems in operating the business related to processing technology which is still conventional, limited marketing, limited venture capital, and weak business management capabilities. Based on potencies and problems by KUB Navar Bahari Raya, this research was aimed to identify internal factors (strength and weakness) and external factors (opportunities and threat) and then formulate the alternative strategy to develop tuna processing business in KUB Navar Bahari Raya.

2. Material and methods

2.1. Basic research method

This research used case study approach. Case study methodology was an inquiry about problems which has particularity, can be done by quantitative or qualitative approach, and has individual or community target (Basuki, 2006).

2.2. Data collection technique

Data was collected from primer data in the form of strengths, weaknesses, opportunities, and threats of tuna processing business development at KUB Navar Bahari Raya. Respondentsinvolved in this data collecting were leader of KUB Navar Bahari Raya (one person), member of KUB Navar Bahari Raya (two persons), staff of Department of Industry and Commerce Pacitan District (one person), tuna supplier (one person), consumer of KUB Navar Bahari Raya (three persons), competitor of KUB Navar Bahari Raya that also producetunaprocessed products (one person). Data collecting were done on February to May 2015 using deep interview with respondent technique.

2.3. Analysis method

To analyze the data used SWOT Analysis. Strength, Weakness, Opportunity and Threat (SWOT) analysis is an important support tool for decision-making, and is commonly used as a means to systematically analyze an organization's internal management capability and its external environment (Hui Lin, 2008). Strength refers to inherent abilities to complete and grow strong. Weaknesses are the inherent deficiencies that cripple one's growth and survival. Strength and weakness are mostly internal. Opportunities are the good chances and openings available for growth. These are environmental and external. Threats are extremely wielded challenges, which might suppress inherent Strength, accelerate weakness and stifle with opportunities being exploited (Foong, 2007; Director's Briefing, 2006). It is an effective way of gathering and classifying information, illustrating particular matters, and generating strategic planning ideas for a business (Chan, 2011).

SWOT analysis approach in this research was used to formulate the strategy of tuna processing business development. SWOT matrix were conceived into four alternative strategy, which were strategies of strength-

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