

# STRATEGY FOR DEVELOPMENT OF RASBORA GALAXY (DANIO MARGARIATUS) ORNAMENTAL FISH CULTIVATION BUSINESS AT MINA MAKMUR FARM BOJONGSARI DISTRICT, PURBALINGGA REGENCY OF CENTRAL JAVA PROVINCE

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## Abstract

Ornamental fish cultivation is a business in the fisheries sector that is quite promising to develop. Market potential and high demand for ornamental fish, especially freshwater ornamental fish, further expand opportunities for developing ornamental fish cultivation. One of the regions with the largest ornamental fish production is Purbalingga Regency. One of the ornamental fish cultivated in Purbalingga Regency is the Rasbora Galaxy fish (*Danio Margariatus*). As an effort to develop the business of cultivating rasbora galaxy ornamental fish, an approach is needed to formulate the right strategy. One way or approach that can be taken to formulate an appropriate and effective business development strategy is through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The aim of this research is to determine the technical aspects of cultivating Rasbora Galaxy ornamental fish in Bojongsari District, Purbalingga Regency and identify factors, both internal and external that influence the development of the Rasbora Galaxy ornamental fish business, as well as determining priority business development strategies for the business using analysis. SWOT. The analysis method consists of analyzing internal factors with Internal Factor Evaluation (IFE), and analyzing external factors with External Factor Evaluation (EFE). The results of the IFE analysis obtained a value of 0.53 and EFE obtained a result of 0.89. The results of the SWOT analysis for this business are in quadrant 1, so the strategy applied is the SO (Strength-Opportunities) strategy. SO strategy is a strategy that utilizes internal strengths to capture existing opportunities.

**Keywords** : Business Development Strategy, Rasbora Galaxy Fish Cultivation, SWOT Analysis.

## 1. Introduction

Ornamental fish is a fishery commodity with considerable trade potential both at home and abroad. The large market opportunity for ornamental fish can be useful in increasing the country's foreign exchange (Ratnasari et al., 2022). One of the regions with the largest ornamental fish production is Purbalingga Regency. Purbalingga Regency has high potential to develop fisheries businesses and is an important capital to contribute to meeting national food needs. In 2019, the Ministry of Maritime Affairs and Fisheries and the Ministry of Agriculture have designated Purbalingga as a priority for fisheries and agricultural development.

Purbalingga is a center for ornamental fish producers in Indonesia, where in 2021 ornamental fish production will be in the region. This reached 16,299,525 individuals with a value of IDR 40,884,606,500, most of which was produced in the form of freshwater ornamental fish (DKPP, 2021). One of the ornamental fish cultivated in Purbalingga Regency is the Rasbora Galaxy fish (*Danio Margariatus*).

The Rasbora Galaxy ornamental fish has the opportunity to become a superior commodity because the selling price and market demand, especially internationally, are quite high and the cultivation techniques are relatively easy for cultivators to carry out (Iskandar et al., 2022). As an effort to develop the business of cultivating rasbora galaxy ornamental fish, an approach is needed to formulate the right strategy. One way or approach that can be taken

to formulate an appropriate and effective business development strategy is through a SWOT (*Strengths, Weaknesses, Opportunities, Threats*).

SWOT analysis is carried out by dividing relevant factors into two main groups, namely internal factors which include strengths and weaknesses, and external factors which consist of opportunities and threats. These factors were identified with the aim of being used as a basis for strategic planning, so that improvements needed to be made in developing the business in the future can be determined (Nugroho et al., 2017).

## **2. Research Methods**

### **Time and place**

This research was carried out from 14 August 2023 to 05 November 2023 at Mina Makmur Farm, Bojongsari District, Purbalingga Regency, Central Java Province.

### **Research methods**

The method used in this research is the apprenticeship method. According to Sumardiono (2014), internship is a process of learning from an expert through real world activities. Apart from that, an internship is a process of practicing knowledge and skills to solve real problems in the environment. Internship activities were carried out to achieve the objectives of this research.

### **Data collection**

This research data collection method uses an active survey questionnaire. Respondents were selected based on their knowledge and important role in development strategies related to the information needed.

### **Data analysis**

The data analysis used is a qualitative descriptive method. According to Sugiyono (2016), the descriptive method is research that describes, or describes the condition of the object being studied as it is, according to the situation and conditions when the research was carried out. This research also uses a qualitative approach which aims to describe the actual situation or conditions that exist in the field, especially in relation to the research theme taken.

## **3. Results And Discussion**

The Rasbora Galaxy ornamental fish (*Danio Margariatus*) is an interesting and unique type of ornamental fish. Known for its bright colors and beautiful patterns, this fish is often chosen as an ornamental fish in aquariums. This fish species has the opportunity to become a superior commodity because of the selling price and market demand, especially internationally. To grow the amount of production and improve product quality, good technical aspects of cultivation and strategic steps are needed to achieve this.

### **Business Development Strategy**

The development and growth of a business can be influenced by the surrounding environment, both internal and external. To find out the strategy in developing the galaxy rasbora fish cultivation business at Mina Makmur Farm, it is necessary to know the analysis of business strategy factors through SWOT analysis, namely analyzing the internal and external environment.

#### **1. Analysis of Internal Business Factors**

Analysis of internal factors in the form of strengths and weaknesses. This internal analysis comes from the results of interviews with respondents, namely the owners of the galaxy rasbora fish cultivation business at Mina Makmur Farm Purbalingga. The internal factor analysis of strengths and weaknesses can be seen in the following table:

Table 1. Internal Business Factors

Strength (Strength)	Weakness
1. Availability of cultivation land	1. The business location is difficult to reach by 4-wheeled vehicles
2. Supporting facilities and infrastructure	2. Lack of labor
3. Good and stable finances	3. Unstable production
4. Good employee maintenance	4. Inadequate delivery access

Source: Primary Data (2023).

## 2. Analysis of External Business Factors

Factorexternal are factors from the environment outside the business which include opportunities and threats to the galaxy rasbora fish cultivation business at Mina Makmur Farm, external factors are carried out by looking at factors outside the business to identify opportunities and threats for the development of this cultivation business, following are the results of identifying external business factors Rasbora galaxy ornamental fish cultivation:

Table 2. External Business Factors

Opportunities	Threats
1. Demand for galaxy rasbora fish continues to increase	1. Pests and diseases
2. Abundant water resources	2. There are similar business competitors
3. The surrounding land is still empty	3. Theft occurs
4. Utilization of local communities as workers	4. Increase in feed prices

Source: Primary Data (2023).

## SWOT Matrix

After analyzing internal factors and external factors, a business development strategy can be formulated. The way to formulate a business development strategy is to enter the factors of strengths, weaknesses, opportunities and threats into the SWOT matrix to obtain alternative strategies consisting of four types of strategies, namely SO strategy, WO strategy, ST strategy and WT strategy. The SWOT matrix analysis of the Rasbora Galaxy fish cultivation business can be seen in the table below:

Table3. SWOT Matrix

<p style="text-align: center;"><b>Internal factors</b></p> <p style="text-align: center;"><b>External Factors</b></p>	<p style="text-align: center;"><b>Strength (S)</b></p> <ol style="list-style-type: none"> <li>1. Availability of cultivation land</li> <li>2. Supporting facilities and infrastructure</li> <li>3. Good and stable finances</li> <li>4. Good employee maintenance</li> </ol>	<p style="text-align: center;"><b>Weakness (W)</b></p> <ol style="list-style-type: none"> <li>1. The business location is difficult to reach by 4-wheeled vehicles</li> <li>2. Lack of workforce</li> <li>3. Unstable production</li> <li>4. Inadequate delivery access</li> </ol>
	<p style="text-align: center;"><b>Chance (O)</b></p> <ol style="list-style-type: none"> <li>1. Demand for galaxy rasbora fish continues to increase</li> <li>2. Abundant water resources</li> <li>3. The surrounding land is still empty</li> <li>4. Utilization of local communities as labor</li> </ol>	<p style="text-align: center;"><b>Strategy (SO)</b></p> <ol style="list-style-type: none"> <li>1. Increase productivity and business quality to increase demand</li> <li>2. Optimal use of available land due to increasing demand for galaxy rasbora fish</li> <li>3. Optimizing existing human resources and natural resources</li> </ol>
<p style="text-align: center;"><b>Threat (T)</b></p> <ol style="list-style-type: none"> <li>1. Pests and diseases</li> <li>2. The existence of similar business competitors</li> <li>3. Theft occurred</li> <li>4. Increase in feed prices</li> </ol>	<p style="text-align: center;"><b>Strategy (ST)</b></p> <ol style="list-style-type: none"> <li>1. Carry out optimal supervision and environmental safety</li> <li>2. Maintain good communication with each other so that conflicts can be minimized and producers can compete in a healthy manner</li> <li>3. Continue to maintain business finances well so that there are no losses when feed prices increase</li> </ol>	<p style="text-align: center;"><b>Strategy (WT)</b></p> <ol style="list-style-type: none"> <li>1. Recruit skilled workers to help run the business</li> <li>2. Optimizing monitoring of the cultivation process for fish pests and diseases</li> <li>3. Maintain good relations with the surrounding community</li> </ol>

Source: Primary Data (2023).

### IFE and EFE Matrix Analysis

The weighting and rating on the IFE and EFE matrices are obtained from respondents' assessments of the questionnaire identifying internal and external business factors. The results of weighting and rating the IFE and EFE matrices are in Tables 4 and 5:

Table 4: IFE Matrix (Internal Factor Evaluation Matrix)

No	Internal factors	Weight	Rating	Weighting Score
<b>Strength</b>				
1	Availability of land	0.141	4.3	0.606
2	Supporting facilities and infrastructure	0.103	4	0.412
3	Good and stable finances	0.125	3.7	0.463
4	Good employee maintenance	0.152	4.7	0.714
<b>Total</b>				<b>2,195</b>
<b>Weakness</b>				
1	The business location is difficult to reach by 4-wheeled vehicles	0.152	4.7	0.714
2	Lack of workforce	0.098	3	0.294
3	Unstable production	0.098	3	0.294
4	Inadequate delivery access	0.109	3.3	0.36
<b>Total</b>				<b>1,662</b>
<b>Total</b>				<b>3,857</b>

Source: Primary Data (2023).

Analysis of internal factors related to the strengths and weaknesses of the strategy for developing the galaxy rasbora fish cultivation business at Mina Makmur Farm. Based on the IFE matrix calculation, it was found that the main strength of the Mina Makmur Farm business was a good location for employee supervision with a score of 0.152, while the main weakness was the supporting facilities and infrastructure with a score of 0.103.

The results of the analysis of the strength factors obtained a total score of 16.7 and a total score for the weakness factor of 14. The total strength score value is greater when compared to the total weakness score value, indicating that the galaxy rasbora fish cultivation business at Mina Makmur Farm is able to utilize its internal strengths and overcome internal weaknesses in efforts to develop the vanamei shrimp rearing business intensively (Rumaijuk & Lubis, 2020).

Based on the calculation of the results of giving weights and rankings in the form of IFE scores, the total internal factor score (strengths and weaknesses) was 3,857. This indicates that the galaxy rasbora fish cultivation business at Mina Makmur Farm has strong internal conditions because the internal key factor score is above 2.00-2.99 (Yudi, 2021).

Table 5: EFE (External Factor Evaluation) Mariks

No	External Factors	Weight	Ratings	Weighting Score
<b>Opportunity</b>				
1	The demand for rasbora fish continues to increase	0.122	3.7	0.606
2	Abundant water resources	0.155	4.7	0.7285
3	The surrounding land is still empty	0.111	3.3	0.463
4	Utilization of local communities as labor	0.144	4.3	0.714
<b>Total</b>				<b>2.5115</b>
<b>Threat</b>				
1	Pests and diseases	0.122	3.7	0.714

2	The existence of similar business competitors	0.1	3	0.3
3	Theft occurred	0.09	2.7	0.243
4	Increase in feed prices	0.155	4.7	0.36
<b>Total</b>				<b>1,617</b>
<b>Total</b>				<b>4.1285</b>

Source: Primary Data (2023).

The results of the EFE matrix analysis of opportunity factors obtained a total score of 2,512 and for threat factors a total score of 1,617 was obtained. The total value of the opportunity score is greater than the total value of the threat score, meaning that the cultivation business development at Mina Makmur Farm has a high response to opportunities and a low response to existing threats.

The main opportunity that Mina Makmur Farm has is water resources which continue to be abundant with a score of 0.155, while the main threat is the existence of similar business competitors with a score of 0.1. Calculations from the analysis of external factors related to opportunities and threats obtained a total external factor score of 4.129. This indicates that the galaxy rasbora fish cultivation business at Mina Makmur Farm has strong external conditions because the internal key factor score is above 2.00-2.99 (Yudi, 2021).

### Determination of the SWOT Diagram

After knowing the score results from the IFE (Internal Factor Evaluation) matrix table and the EFE (External Factor Evaluation) matrix, determining the coordinates in the SWOT diagram functions to determine whether the company's strategic position is located in quadrants I, II, III and IV. This aims to find out whether the company's strategy is aggressive (Growth Oriented Strategy), Diversification, Trend Around, and Defensive. Next, the company's position on the SWOT diagram will be known by calculating the IFE and EFE table scores, which are as follows:

Table 6: IFE and EFE Matrix Score Results

NO	Factor	Total Score
1.	Strength (Strengths)	2.19
2.	Weakness	1.66
3.	Opportunities	2.51
4.	Threat (Treath)	1.62

Source: Primary Data (2023).

$$\begin{aligned}
 (x, y) &= (\text{Strengths} - \text{Weaknesses}), (\text{Opportunities} - \text{Threats}) \\
 &= (2.19 - 1.66), (2.51 - 1.62) \\
 &= 0.53, 0.89
 \end{aligned}$$

Determining the coordinates of the business development strategy is carried out using calculations of internal and external factors with a SWOT analysis diagram. The horizontal axis (x) is an internal factor and the coordinate value  $X = 2.19 - 1.66 = 0.53$  is obtained. Meanwhile, the vertical axis (y) as an external factor obtained a coordinate value of  $Y = 2.51 - 1.62 = 0.89$ . The SWOT analysis diagram image can be seen in Figure 1 below:

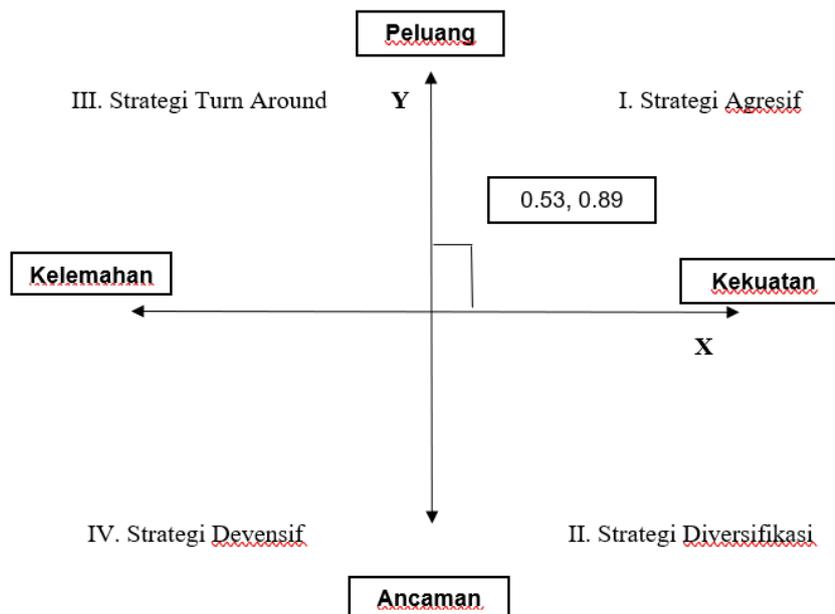


Figure 1: SWOT Diagram in the Rasbora Galaxy Fish Cultivation Business  
Source: Primary Data (2023).

Based on the results of the determination in the SWOT diagram, the Rasbora Galaxy wild fish cultivation business at Mina Makmur Farm Purbalingga is in quadrant I, namely supporting an aggressive strategy. This position is a very profitable situation. This business has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support aggressive growth policies (growth oriented strategy) (Freddy, 2018). The recommended strategy given is aggressive, meaning that activities are in prime and good condition so that it is possible to continue to increase growth and achieve maximum progress.

#### 4. Conclusions

The technical aspects of the cultivation business carried out are good and in accordance with existing work procedures, seen from the stages of cultivation carried out which are appropriate starting from land preparation, selection of parents, spawning of parents, maintenance and distribution of seeds to harvesting.

Strategy Development that can be taken by business owners is an aggressive strategy (S-O), the Rasbora Galaxy fish cultivation business development strategy at Mina Makmur Farm is in quadrant I where quadrant I is supporting aggressive growth policies (growth oriented strategy). Strategies that can be implemented are increasing the productivity and quality of galaxy rasbora fish to increase demand, optimal use of available land due to increasing demand for galaxy rasbora fish and optimizing cultivation management activities to suppress disease and pest outbreaks. Alternative strategies that can be taken are improving the quality of operational facilities that support cultivation, providing motivational guidance and work principles to employees or workers. Carry out optimal supervision and environmental safety, Maintain good relationships with buyers (Suppliers).

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