

RESEARCH ARTICLE

DEVELOPMENT STRATEGY OF DISTINCTIVE CUISINE: AN EMPIRICAL STUDY OF OTAK-OTAK BANDENG FITRI MSME AGROINDUSTRY IN GRESIK REGENCY, EAST JAVA PROVINCE, INDONESIA

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ABSTRACT

Indonesian cuisine is rich in variety, and Otak-otak bandeng is Gresik Regency's distinct cuisine. This study aims to determine the internal and external factors and formulate a priority development strategy for the Otak-Otak Bandeng agroindustry. This research was conducted at the Otak-Otak Bandeng Fitri MSME, which is located in Kramat Inggil Village, Gresik District, Gresik Regency, East Java Province, Indonesia. Primary data was collected using a questionnaire and an in-depth interview with the owner and one worker of Otak-Otak Bandeng Fitri MSME and the staff of the Marine, Fisheries, and Animal Husbandry Department of Gresik Regency. SWOT and QSPM analyses were applied in this study. Based on the IE matrix, this business is located in cell V in a hold and maintain position with a strategy of market penetration and product development. Based on the highest TAS (6.82), the creation of a market and the construction of new stores in strategic locations are the priority strategies that Otak-Otak Bandeng Fitri MSME can implement.

KEYWORDS

Agroindustry, Milkfish, MSMEs, Otak-otak, SWOT, QSPM

1. INTRODUCTION

MSMEs (micro, small, and medium enterprises) have become the main business sector in Indonesia. Before the COVID-19 pandemic, the number of MSMEs reached 65.47 million units in 2019 (Mahdi, 2022). In Indonesia, there are 56.54 million business units, or around 99.99% of all business players (Yazfinedi, 2018). The MSME sector has resumed growth by reaching 64.19 million units after the COVID-19 pandemic, where the participation rate was 61.97% or around IDR 8.6 trillion of the Gross Domestic Product (GDP) (Wisnubroto, 2022). The MSME population in East Java in 2022 will reach 9,782,262 units (Departement of Communication and Information of East Java Province, 2022). Based on the Office of Cooperatives and SMEs, Industry, and Trade (2021), there were 7,331 MSME units spread across the Gresik Regency area, with a total of 27 MSME processed milkfish production businesses. One of the recorded MSMEs is the Otak-Otak Bandeng Fitri, which has the potential to increase the competitiveness of milkfish commodities.

Milkfish (*Chanos chanos*) or "Bandeng" in Indonesian is a superior fishery commodity because it has a lot of nutritional content, such as 20–24% protein, 1.39% glutamate amino acids, 31–32% unsaturated fatty acids, and other macro- and micro-minerals (Imra, Akhmadi and Maulianawati, 2019). According to (Agustin & Hasan, 2021), milkfish is a leading commodity, and its processed products are a special food in one area, namely Gresik Regency. Nanda Aulia (2021) explained that Gresik Regency has the potential to become the largest milkfish producing area in East Java with a production capacity of 87,119 tons or around 62.87% in 2020 (Marine and Fisheries Ministry, 2021). Gresik Regency also contributes as much as 40% of the total area of ponds in the East Java region, which is ± 28,000 ha (Central Bureau of Statistics of East Java Province, 2022). In fact, the area of ponds in Gresik has increased by

around 1.01% every year (Purwanti, 2017).

Indonesian cuisine is rich in variety (Wijaya, 2019), and Otak-otak is one indigenous food made from fish paste, tapioca flour, and spices (Tawali *et al.*, 2018). Bandeng is one type of fish that can be processed into otak-otak and is well known as Otak-Otak Bandeng. Otak-Otak Bandeng Fitri MSME is one of the culinary home industries engaged in processed milkfish production in Gresik Regency. This business was founded in 2012 and is located at Kapten Dulasim Street XI F/05, Kramat Inggil Village, Gresik District, Gresik Regency, where the production site is attached to the owner's residence. This business is the only producer of Otak-Otak Bandeng in Kramat Inggil Village that has survived to this day. On average, this home industry produces 5 kg of milkfish per day, with production reaching 20 boxes priced at IDR 50,000 per box. In a month, it can produce as many as 600 boxes with a total income of IDR 30,000,000. The scope of the marketing area covers several areas in Gresik Regency, such as Menganti, Kartini, Veteran, and their surroundings, as well as some restaurants and gift shops. However, Otak-Otak Bandeng Fitri MSME has not had long-term development, as can be seen from its marketing, which is still limited to the local market. It also does not have a personal shop, and problems with competitors are obstacles that Otak-Otak Bandeng Fitri MSME has. One way to improve a sustainable development strategy is through a SWOT analysis, IFE, EFE, IE, and QSPM. The purpose of this research is to identify the internal and external factors that influence the development of the otak-otak Bandeng Fitri MSME agroindustry and to develop strategic priorities for its development.

2. LITERATURE REVIEW

MSME is a trading business that stands alone, whether carried out by individuals or other trading business entities, in an economic environment

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with features of using simple technology, ease of obtaining raw materials, absorbing a large number of workers, and the ability to broaden the market (Halim, 2020). Some of the criteria included in MSMEs based on Law Number 20 of 2008 are: (1) macro businesses with a net worth of IDR 50,000,000; (b) small businesses with a net worth of more than IDR 50,000,000 to IDR 500,000,000; and (c) medium businesses with a net worth of more than IDR 500,000,000 to IDR 10,000,000,000 (Gultom and Sulistyowati, 2018). It is possible that MSMEs are also able to apply sustainable business development that can be created through balanced social, environmental, and economic values with value mapping and support from top management and company owners in the long term (Poerwanto, Kristia and Pranasari, 2019). The agro-industrial sector is a form of MSME, so each of the two becomes a collaborative strategy that has an important position in national and regional economic development (Gultom and Sulistyowati, 2018). A study defines agro-industry as the activity of utilizing agricultural products (plants, animals, and fish) to be optimized as raw materials for production activities (Arifin, 2016). This activity necessitates the integration of agricultural product production, marketing, and distribution.

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is an analysis tool that identifies various factors in order to formulate alternative strategies to be carried out by the company by maximizing the strengths and opportunities while minimizing the weaknesses and threats of the company (Mihani and Hatauruk, 2020). Previous study explained that the Internal Factor Evaluation (IFE) matrix is used to analyze the factors that are within a company through aspects of production, human resources, marketing, finance, and other internal factors (Fred R. David, 2015). While the External Factor Evaluation (EFE) matrix is used to analyze factors that are outside the company's control through aspects of economic, government, socio-cultural, technological, environmental, and competitor issues, The Internal-External (IE) matrix is used to see the position of a company in a matrix containing nine cells (I-IX) for the formulation of company strategy. According to (Kusumah & Suryana, 2018), opportunities and threats from outside the company's control can be reduced through the strengths and weaknesses presented clearly through the SWOT matrix. This matrix consists of four types of strategies: SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats), and WT (weaknesses-threats).

The final stage of analysis is carried out by determining strategic priorities through the QSPM (Quantitative Strategic Planning Matrix). The performance of the QSPM matrix is determined through weighting and the determination of attractiveness scores (AS) and total attractiveness scores (TAS). The provisions of the AS values include: value 1 = not attractive; value 2 = somewhat attractive; value 3 = attractive; and a value of 4 = very attractive (Qanita, 2020). Multiplication of the weight with the AS value produces the TAS value, where the TAS value describes the total score of various alternative strategies. The priority strategy that can be implemented by the company has the highest TAS value of any other alternative strategy (Mallick, Rudra and Samanta, 2020).

Several previous studies related to milkfish commodities, namely the marketing strategy for Otak-otak Bandeng carried out by Laili et al. (2019), explained that the business of Otak-otak Bandeng is located in quadrant I with an aggressive growth strategy in order to achieve a competitive advantage. Similar research by (Hidayatullah et al., 2020) explained that the milkfish business is located in cell V, with a hold and maintain strategy through market penetration and product development. Research related to the milkfish industry development strategy by Pramita et al. (2018) shows that the position of Mrs. Jumiati's "Bandeng presto" industry is in cell V, namely hold and maintain with an intensive strategy through market penetration and product development. The priority strategy is strategy I, which entails obtaining PIRT and halal certificates as well as including expiration dates on product packaging. Furthermore, research by (Rakhmawati et al., 2018) shows that this business is in quadrant III, holding and maintaining its position with a strategic focus on minimizing internal problems so as to be able to take full advantage of opportunities. The strategic priority is optimizing government assistance through cultivation packages, counseling, and capital.

3. RESEARCH AND METHODOLOGY

This study was conducted at the Otak-Otak Bandeng Fitri MSME, the only Otak-Otak Bandeng producer still operating today in Kramat Inggil Village. This research was carried out in November to December 2022, using a descriptive, qualitative, and quantitative approach through a strategic approach to developing an Otak-otak Bandeng agro-industry. Three people were chosen as the expert respondent sample: the business owner, a worker who is familiar with the internal workings of the company, and a representative of the Gresik Regency's Marine, Fisheries, and Animal

Husbandry Office. The primary data collection was conducted through observation, interviews, and using questionnaires. We adopt previous research that uses SWOT and QSPM analysis (Matani, Rizal and Harianto, 2019; Sitepu, Sjarief and Sahara, 2019). Furthermore, according to Fred R. David (2015), the analysis was carried out in three stages:

i. The Input Stage

An internal and external factor analysis is carried out at this stage, followed by the weighting of the IFE (internal factor evaluation) and EFE (external factor evaluation) matrices using the paired comparison method. The weight gain is between 0.0 (not important) and 1.0 (most important) for each factor. The total weight assigned should be 1.0. Rating measurement uses a Likert scale from 1 to 4 (Raodhany, 2021). A research additionally offer assessment ratings for each factor between 1 and 4, with 1 denoting very weak, 2 denoting weak, 3 denoting strong, and 4 denoting very strong for the IFE and EFE matrices (Ningsih & Hammah, 2017).

ii. The Matching Stage

In this stage, the IE (internal external) matrix and SWOT matrix are made. The SWOT strategy consists of four strategies, including the SO strategy (strengths-opportunities), the WO strategy (weaknesses-opportunities), the ST strategy (strengths-threats), and the WT strategy (weaknesses-threats) (Saifuddin and Madinah, 2022).

iii. The Decision Stage

The QSPM matrix is used at this point to define the strategic priorities. According to (Fred R. David, 2015), the QSPM matrix is used to select the top strategies from a variety of alternate ones that the SWOT analysis has generated.

4. RESULT AND DISCUSSIONS

4.1 General Description of Otak-Otak Bandeng Fitri MSME

Otak-Otak Bandeng Fitri MSME was established in 2012, which is the only milkfish processing business unit in Kramat Inggil Village that has survived to this day and has received a Business Identification Number (NIB No. 0221010271957) from the Investment Coordinating Board (BKPM) since December 2020, as well as a Home Industry Food Production Certificate (SPP-IRT No. 503.22/28/437.74/2021) since July 2021. With a daily average production capacity of 5 kg of fresh milkfish, it is operating from 8:00 WIB to 15:00 WIB. Raw materials come from suppliers at the Fish Auction Place (Tempat Pelelangan Ikan, or TPI) in the Lumpur area. In a day, 20 boxes of milkfish brains were produced and sold, priced at IDR 50,000 per box. Both online and offline marketing are employed. Products sold offline are advertised in a number of locations, including the Veterans Area's souvenir shops, the Surabaya souvenir shop (Bu Rudy), the Pak Elan II Milkfish Restaurant, and also through direct orders. Furthermore, online marketing is performed using WhatsApp.

4.2 Internal and External Factors of Otak-Otak Bandeng Fitri MSME

The input stage includes an analysis of internal and external factors presented in the IFE matrix in table 1 and the EFE matrix in table 2. The IE matrix contains nine cells (I-IX) for determining the position suggested in table 3. SWOT matrix, which contains alternative formulations that are divided into four types of strategies in Table 4. Internal environmental analysis is carried out to obtain the factors that become strengths and weaknesses, where these factors indicate the company's ability to carry out its performance (Javandira and Gama, 2018). These internal factors were obtained and identified through strengths and weaknesses in terms of both human resources and marketing, production, finance, and other managerial concerns, starting from the processes of planning, coordination, monitoring, and evaluation.

The IFE matrix identifies 10 internal elements, six of which are strengths and four of which are weaknesses. The IFE matrix has a total score of 2,641. The value of strength is greater than the value of weakness (2.012 > 0.629). The strength component with the highest value, good raw material inventory management, has a score of 0.401. Raw materials are obtained directly from the fish auction site in the Lumpur area every day. The suppliers may also be contacted by business owners to deliver directly to their manufacturing sites. Having one's own shop is the factor with the greatest value on the weakening factor, with a score of 0.217. They consequently have trouble distributing their items to customers. These findings are consistent with research by (Rakhmawati et al., 2018), which found that the internal environment of the strength factor must be an identification priority by maximizing strengths in order to minimize weaknesses. In this case, the value of strengths is greater than the value of

weaknesses (1.947 > 0.737).

Riyanto (2018) defines an external environment analysis as a task performed to identify opportunities and threats to achieving one's goals. These external factors were identified through opportunities and threats

both in terms of consumers, distributors, the government, suppliers, and competitors. After carrying out an analysis of internal factors, an analysis of external factors is also carried out, which consists of factors related to opportunities and threats. These factors will indicate the external conditions (Table 2) (Riyanto, 2018).

Table 1: IFE Matrix			
Internal Factors	Weight	Ratings	Weight x Ratings
Strengths			
1. Good raw material inventory management	0.109	3.667	0.401
2. Good quality product	0.094	3.667	0.346
3. Continuity of production	0.104	2.667	0.277
4. Hygienic and guaranteed packaging (2 types of packaging)	0.115	3.000	0.344
5. Modern production machines (thorn separator and vacuum)	0.104	3.000	0.311
6. Business legality (NIB and SPP-IRT)	0.100	3.333	0.333
Subtotal of Strengths	0.623		2.012
Weakness			
1. Products lack durability	0.120	1.333	0.160
2. Manual administration system	0.076	2.000	0.152
3. Lacks a shop of its own	0.081	2.667	0.217
4. Lack of promotion	0.100	1.000	0.100
Subtotal of Weakness	0.377		0.629
Total	1		2.641

Table 2: EFE Matrix			
External Factors	Weight	Ratings	Weight x Ratings
Opportunity			
1. Participation in exhibitions and events	0.116	3.667	0.426
2. The product is a distinctive cuisine	0.104	3.333	0.347
3. Availability of milkfish (raw materials)	0.119	3.333	0.397
4. Good relationship with suppliers	0.134	3.000	0.402
5. Technology advances	0.134	3.333	0.446
6. Availability of delivery/expedition services	0.092	2.667	0.246
Subtotal of Opportunity	0.699		2.264
Threats			
1. The emergence of similar competitors	0.146	1.333	0.194
2. Price fluctuations for the production's inputs	0.155	1.333	0.206
Subtotal of Threats	0.301		0.400
Total	1	22.000	2.664

Based on the EFE matrix, there are 8 external factors, consisting of 6 opportunity factors and 2 threat factors. The total EFE matrix score is 2.664, which is higher than the average value of 2.200. In addition, the opportunity value is greater than the threat (2.264 > 0.400). The highest value in the opportunity factors is technological progress (0.446). The price fluctuations have the highest value on the threat factor, with a value of 0.206. The production factors referred to include the main raw materials (fresh milkfish) and auxiliary raw materials (spice). The owners explained that when obtaining fresh milkfish, prices increase from IDR 33,000 to IDR 37,000 per kilogram. In addition, spices such as cayenne pepper, red chili, garlic, shallots, and others also experience significant

fluctuations in each season. This is a threat that cannot be avoided. These results are in line with the research of (Pramita et al., 2018), where the value of the opportunity is greater than the value of the threat factor (1,556 > 1,167), which means that the priority for identifying opportunity factors in the external environment must be utilized as much as possible to be able to overcome all threats that exist within the company.

The position of Otak-Otak Bandeng Fitri MSME is explained in the IE Matrix in Table 3. Based on the IFE score (2.641) and the EFE score (2.664), both values are greater than the cutoff, which is 2.50. This indicates that the Otak-Otak Bandeng Fitri MSME is in a good condition.

Table 3: IE Matrix			
IFE \ EFE	High 3,0-4,0	Medium 2,0-2,99	Low 1,0-1,99
High 3,0-4,0	I	II	III
Medium 2,0-2,99	IV	V	VI
Low 1,0-1,99	VII	VIII	IX

The results of the IE matrix show that the Otak-Otak Bandeng Fitri MSME is in cell V, which is consistent with the study by (Qanita, 2020), which indicates that the business is currently in a stable condition with steady growth. The best strategies in this case are product development and market penetration. Market penetration can be achieved through modifying market pricing, promoting the products (both offline and online), and improving the quality of the products. Meanwhile, market development is carried out to expand market share through cooperation

with suppliers.

SWOT analysis is the first step in formulating a strategy to deal with problems. This analysis can both minimize threats and weaknesses and maximize opportunities and strengths. In this analysis, business owners need to carry out the right strategy in view of existing external opportunities and internal strengths. The SWOT matrix of Otak-Otak Bandeng Fitri MSME is suggested in Table 4.

Table 4: SWOT Matrix		
EXTERNAL \ INTERNAL	Opportunities	Threats
		1. Participation in exhibitions and events (O1) 2. The product is a distinctive cuisine (O2) 3. Availability of milkfish (raw materials) (O3) 4. Good relationship with milkfish suppliers (O4) 5. Technology advances (O5) 6. Availability of Delivery/expedition services (O6)
Strength	S-O Strategy	S-T Strategy
1. Good raw material inventory management (S1) 2. Good quality product (S2) 3. Continuity of the production (S3) 4. Hygienic and guaranteed packaging (2 types of packaging) (S4) 5. Modern production machines (thorn separator and vacuum) (S5) 6. Business legality (NIB and SPP-IRT) (S6)	1. Maintaining and improving product quality and variants to increase attractiveness (S1, S2, S3, S4, S5, S6, O1, O2, O3, O5) 2. Expanding the marketing network and establishing partners with expeditions (S2, S3, S4, S5, S6, O1, O2, O5, O6)	1. Establish more cooperation with some culinary shops and participate in exhibition (S1, S2, S3, S4, S5, S6, T1) 2. Maintain product selling prices to maintain consumer loyalty (S1, S2, S3, T1, T2)
Weakness	W-O Strategy	W-T Strategy
1. Products lack durability (W1) 2. Manual administration system (W2) 3. Lacks a shop of its own (W3) 4. Lack of promotion (W4)	1. Create a market place and build new stores with strategic locations (W2, W3, W4, O1, O2, O3, O5, O6) 2. Skills training for workers (W2, W3, O2, O3, O5) 3. Updating traditional equipment (W2, W4, O1, O5)	1. Improved offline and online promotions (W3, W4, T1) 2. Submission of government assistance to complete production support facilities (W2, W3, W4, T1, T2)

Table 6: QSPM Matrix									
Total Attractive Score (TAS)	Alternative Strategy								
	S1	S2	S3	S4	S5	S6	S7	S8	S9
Internal Factor									
Good raw material inventory management	0.36	0.36	0.25	0.33	0.40	0.22	0.29	0.29	0.33
Good quality product	0.38	0.31	0.28	0.28	0.38	0.09	0.22	0.28	0.19
Continuity of the production	0.31	0.38	0.42	0.28	0.42	0.14	0.35	0.28	0.17
Hygienic and guaranteed packaging (2 types of packaging)	0.42	0.38	0.46	0.31	0.46	0.23	0.46	0.38	0.23
Modern production machines (thorn separator and vacuum)	0.35	0.24	0.35	0.35	0.42	0.07	0.35	0.21	0.21
Business legality (NIB dan SPP-IRT)	0.30	0.27	0.37	0.20	0.37	0.13	0.33	0.27	0.33
Products lack durability	0.48	0.40	0.24	0.24	0.32	0.16	0.48	0.36	0.44
Manual administration system	0.18	0.10	0.10	0.08	0.23	0.15	0.30	0.10	0.30
Lacks a shop of its own	0.19	0.19	0.24	0.08	0.32	0.11	0.32	0.27	0.32
Lack of promotion	0.37	0.37	0.37	0.30	0.40	0.17	0.40	0.40	0.30
External Factor									
Participation in exhibitions and events	0.46	0.46	0.39	0.39	0.46	0.23	0.31	0.46	0.46
The product is a distinctive cuisine	0.35	0.31	0.35	0.31	0.35	0.10	0.24	0.42	0.42
Availability of milkfish (raw materials)	0.28	0.24	0.20	0.32	0.24	0.12	0.16	0.32	0.20
Good relationship with raw material supplier	0.18	0.22	0.13	0.31	0.27	0.13	0.18	0.36	0.22
Technology advances	0.36	0.54	0.49	0.18	0.54	0.27	0.45	0.49	0.45
Availability of delivery/expedition services	0.09	0.37	0.37	0.09	0.37	0.12	0.18	0.25	0.21
The emergence of similar competitors	0.58	0.34	0.49	0.58	0.58	0.19	0.19	0.58	0.44
Price fluctuations for the production's inputs	0.41	0.36	0.36	0.47	0.31	0.21	0.26	0.26	0.57
Total	6.05	5.85	5.85	5.08	6.82	2.85	5.48	5.98	5.80

Otak-otak Bandeng Fitri MSME can maintain and improve product quality and variants to increase their attractiveness. These results are in line with research by (Rakhmawati et al., 2018) that suggests alternative strategies for Mrs. Jumiati's "Bandeng presto" industry in order to retain old

customers and acquire new ones. Collaboration with partners and expeditions are used to broaden the market's product offering. These partners can be in the form of product storage at well-known shops such as "Pudak Galeri" as well as expedition partnerships such as GrabFood and

GoFood. The creation of market places such as Shopee, Lazada, and Bukalapak will also expand the market. Consumers will be able to reach the products through the available features. In addition, determining the location also needs to be considered for the ease of reaching a wider market.

4.3 Strategic Priorities for the Sustainable Development of Milkfish Otak-Otak

The QSPM matrix utilizes the strategic factor weight values from the evaluation of the IFE matrix and the EFE matrix, as well as the Activeness Score (AS) value from the evaluation of three expert respondents. The weight value indicates the level of importance of each factor for different strategic elements, while the AS value indicates the relative attractiveness of each strategic alternative to the alternative strategy chosen. The QSPM matrix will select strategies that can be prioritized to be supported and carried out by Otak-Otak Bandeng Fitri MSME (Table 6).

To find out which strategy is prioritized, the TAS score (highest total attractiveness score) is used. Multiplying the weight value of each internal and external factor with the attractiveness score (AS) will produce the TAS value. The attractiveness score is obtained between the researcher and the owner as a business decision maker (Kusumah and Suryana, 2018). One SO (Strengths-Opportunities) strategy column has two alternative strategies; the ST (Strengths-Threats) strategy has two alternative strategies; the WO (Weaknesses-Opportunities) strategy has three alternative strategies; and the WT (Weaknesses-Threats) strategy has two alternative strategies. The use of the QSPM matrix is carried out with the aim of finding strategic priorities among various available strategic alternatives (Qanita, 2020).

According to the QSPM matrix, there were three alternative priority strategies chosen. First, creating a market place and building new stores with strategic locations (S5; TAS = 6.82); second, maintaining quality and offering variants of products to increase attractiveness (S1; TAS = 6.05); and third, increasing offline and online promotions (S8; TAS = 5.98). This strategy is consistent with (Qanita, 2020), which states that maximizing strategic locations can attract broad market demand for a product. Other studies also explained that product quality needs to be considered and maintained because it is an indicator for consumers to buy and consume a product continuously so that later they can compete in the market (Mihani and Hatauruk, 2020).

5. CONCLUSIONS

There are ten internal factors and eight external factors that influence the MSME Milkfish Brains. Based on the IE matrix, the appropriate strategies are market penetration and product development. The SWOT analysis identified nine alternative strategies. Furthermore, QSPM analysis showed that the best strategy is to create the market and build new stores in strategic locations. This study recommends several market places, such as a private business website, Shopee, and collaborating with the Maritime Affairs, Fisheries, and Animal Husbandry Office of Gresik Regency through the "Java Bejo Web." This study needs additional research on the development strategies of another MSME and other distinctive cuisines.

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