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Development Strategy For the Molan Molan Fish Processing Business (*Megalops cyprinoides Broussonet, 1782*) in Bulungan Regency, North Kalimantan

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ABSTRACT

The development of fisheries-based small and medium enterprises (SMEs) plays an important role in increasing value-added products, improving household income, and strengthening local economic resilience in coastal communities. This study aimed to formulate an appropriate development strategy for the Molan Molan fish (*Megalops cyprinoides* Broussonet, 1782) processing business in Bulungan Regency, North Kalimantan. A descriptive-exploratory survey approach was employed involving 25 processing SMEs selected through purposive sampling. Primary data were collected through field observations, structured interviews, questionnaires, and documentation, while secondary data were obtained from government reports and relevant literature. The strategic analysis consisted of Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal–External (IE) Matrix, SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM). The results showed that most enterprises operate on a household scale with limited production capacity, simple processing technology, and conventional marketing systems. The IFE and EFE analyses indicated that the enterprises possess moderate internal capability while facing favorable external opportunities, positioning them within a growth-oriented strategic condition. SWOT analysis generated several strategic alternatives, whereas the QSPM identified institutional strengthening, product quality improvement, technology adoption, business legality, and product diversification as the highest-priority strategies. These findings suggest that strengthening institutional capacity combined with technological innovation, quality assurance, and digital market expansion is essential for improving competitiveness and ensuring the long-term sustainability of Molan Molan fish processing enterprises in Bulungan Regency.

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INTRODUCTION

The fisheries sector plays a strategic role in supporting food security, employment, and regional economic development, particularly in coastal areas where fisheries constitute one of the primary sources of household income. Beyond capture fisheries, fish processing industries contribute substantially to value addition by transforming highly perishable fish into diversified products with longer shelf life, higher market value, and broader market accessibility. Small and medium-sized enterprises (SMEs) engaged in fish processing are therefore recognized as important drivers of local economic development, employment creation, and rural industrialization, particularly in developing countries where fisheries remain labor-intensive and community-based (Firdaus et al., 2020; FAO, 2022). Strengthening fish processing businesses has consequently become an important strategy for improving the competitiveness and sustainability of fisheries value chains.

Bulungan Regency, located in North Kalimantan Province, possesses considerable

fisheries resources derived from both marine and estuarine ecosystems. Fisheries activities contribute significantly to regional food supply and the livelihoods of coastal communities. Nevertheless, the economic benefits generated from capture fisheries remain relatively limited because a substantial proportion of fish is marketed in fresh form, making producers vulnerable to price fluctuations, post-harvest losses, and market uncertainty. Developing value-added fish processing industries has therefore become an important approach to increasing fishermen's income while supporting sustainable utilization of local fishery resources (Firdaus et al., 2020; Sumarno et al., 2020). In this context, household-scale fish processing enterprises serve as essential intermediaries connecting primary fisheries production with downstream markets by extending product shelf life, improving product quality, and creating new business opportunities.

One fish species widely utilized by local communities is the Molan Molan fish (*Megalops cyprinoides* (Broussonet, 1782)), locally known as "ikan bulan-bulan." This species is widely distributed in estuarine and coastal waters throughout Southeast Asia and has attracted increasing attention because of its high nutritional value, favorable protein content, and considerable potential for diversified processed products. Previous studies have demonstrated that *M. cyprinoides* can be processed into various value-added products, including surimi, fish crackers, fish balls, fish flour, and protein fortification ingredients, thereby increasing its commercial value while reducing post-harvest waste (Cahyani et al., 2020; Cahyani et al., 2024). The availability of this species throughout the year also provides opportunities for developing sustainable community-based fish processing enterprises capable of strengthening local food systems and generating additional household income.

Despite its promising potential, the Molan Molan fish processing business in Bulungan Regency remains predominantly characterized by household-scale operations utilizing simple production technologies, limited processing equipment, and traditional marketing approaches. Most enterprises rely heavily on manual production processes, have limited working capital, and produce relatively undiversified products with minimal packaging innovation. In addition, business management practices including financial recording, branding, digital marketing, quality assurance, and certification remain relatively underdeveloped. These internal constraints reduce production efficiency and limit the competitiveness of local products in broader regional and national markets (Widyaningtyas et al., 2023).

External environmental conditions further influence the sustainability of fish processing businesses. Growing consumer demand for processed seafood products, government programs supporting fisheries SMEs, digital marketing platforms, and increasing awareness of food safety represent significant opportunities for business expansion. Conversely, fluctuating fish availability due to climate variability, rising production costs, increasing competition from industrial-scale processors, changing consumer preferences, and stricter food safety and licensing regulations pose considerable challenges to small-scale processors (Amalina, 2025). Consequently, developing appropriate business strategies requires comprehensive evaluation of both internal organizational capabilities and external environmental conditions to ensure long-term business sustainability.

Strategic management has become an important approach to enhancing the competitiveness and sustainability of small and medium-sized enterprises (SMEs). Analytical tools such as the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal–External (IE) Matrix, Strengths–Weaknesses–Opportunities–Threats (SWOT) analysis, and Quantitative Strategic Planning Matrix (QSPM) have been widely applied to formulate and prioritize business development strategies in agribusiness and fisheries sectors (David et al., 2020). These tools serve complementary functions, with IFE and EFE assessing internal and external strategic conditions, the IE Matrix identifying strategic positions, SWOT generating alternative strategies, and QSPM determining strategic priorities based on their relative attractiveness (David et al., 2020). Integrating these analytical approaches provides a

systematic foundation for developing evidence-based strategies that consider both business capabilities and external market conditions.

Previous studies on fisheries-based SMEs have primarily emphasized the identification of internal and external factors through SWOT analysis or the formulation of general business development strategies (Sumarno et al., 2020; Widyaningtyas et al., 2023). Although these studies have contributed to understanding fisheries enterprise development, a research gap remains in the systematic integration of strategic positioning and quantitative strategy prioritization, particularly for Molan Molan fish processing enterprises in Bulungan Regency. Existing research has provided limited empirical evidence on how internal business capabilities, external opportunities, and operational constraints can be simultaneously evaluated to establish development priorities tailored to the characteristics of local fish processing enterprises. Furthermore, specific studies examining the strategic development of *Megalops cyprinoides* processing businesses in Bulungan Regency remain limited. This gap highlights the need for an integrated strategic assessment that moves beyond identifying business strengths and weaknesses toward determining measurable and context-specific development priorities. Such an approach is essential for translating strategic analysis into practical recommendations that support business competitiveness and long-term sustainability.

Accordingly, this study aims to (1) identify the characteristics and major constraints of Molan Molan fish processing enterprises in Bulungan Regency; (2) evaluate internal and external strategic factors using the IFE and EFE matrices and determine business positioning through the IE Matrix and SWOT analysis; and (3) formulate and prioritize business development strategies using the Quantitative Strategic Planning Matrix (QSPM). The principal contribution of this study lies in integrating IFE, EFE, IE, SWOT, and QSPM analyses into a comprehensive framework for evaluating the strategic position and development priorities of Molan Molan fish processing SMEs within their specific local economic context. Unlike approaches that primarily describe business conditions or identify general strategic alternatives, this study combines strategic assessment with quantitative prioritization to provide a clearer basis for decision-making. The findings are expected to contribute to the literature on fisheries SME development by demonstrating the application of integrated strategic analysis to a locally important fish processing industry. Practically, the results provide strategic recommendations for entrepreneurs, local governments, and relevant stakeholders in strengthening institutional capacity, improving production technology, enhancing product diversification, expanding market access, and promoting the sustainable development of community-based fisheries enterprises in North Kalimantan.

METHOD

This study employed a descriptive-exploratory research design integrating quantitative and qualitative approaches to formulate development strategies for Molan Molan fish (*Megalops cyprinoides*) processing enterprises in Bulungan Regency, North Kalimantan, Indonesia. The study involved 25 small- and medium-sized fish processing enterprises (SMEs) selected through purposive sampling based on their involvement in Molan Molan fish processing activities. Primary data were collected through field observations, structured interviews, questionnaires, and documentation to identify business characteristics, production capacity, financial performance, operational constraints, and internal and external factors influencing business development. Secondary data were obtained from government reports, fisheries statistics, scientific publications, and relevant institutional documents. The collected data were analyzed descriptively to characterize existing business conditions and identify strategic factors affecting enterprise competitiveness and sustainability.

Strategic analysis was conducted using five complementary analytical tools: the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal–External

(IE) Matrix, Strengths–Weaknesses–Opportunities–Threats (SWOT) Matrix, and Quantitative Strategic Planning Matrix (QSPM). The IFE Matrix was used to evaluate internal strengths and weaknesses, while the EFE Matrix assessed external opportunities and threats. Each strategic factor was assigned a weight ranging from 0.00 to 1.00, with the total weights within each matrix equal to 1.00. Factors were then rated on a four-point scale, and weighted scores were calculated by multiplying each factor's weight by its rating. The resulting IFE and EFE scores were subsequently plotted in the IE Matrix to determine the strategic position of the enterprises. SWOT analysis was employed to formulate alternative development strategies by matching internal and external factors through four strategic combinations: strengths–opportunities (SO), weaknesses–opportunities (WO), strengths–threats (ST), and weaknesses–threats (WT). The identified strategic alternatives were further evaluated using QSPM, which incorporates factor weights and Attractiveness Scores (AS) to calculate Total Attractiveness Scores (TAS). Strategies with higher TAS values were considered more attractive for implementation. This integrated analytical framework provided a systematic basis for identifying strategic priorities and formulating development recommendations to strengthen institutional capacity, production efficiency, market competitiveness, and the long-term sustainability of Molan Molan fish processing enterprises in Bulungan Regency.

RESULT AND DISCUSSION

Business Characteristics of Molan Molan Fish Processing SMEs

The characteristics of Molan Molan (*Megalops cyprinoides*) processing enterprises in Bulungan Regency provide an overview of the existing production capacity and business structure. Understanding enterprise characteristics is essential because production scale, labor utilization, and processing capacity determine the competitiveness and sustainability of small-scale fisheries businesses. Table 1 presents the distribution of SMEs according to production scale.

Table 1.
Production Scale of Molan Molan Fish Processing SMEs in Bulungan Regency

Production Scale	Number of SMEs	Percentage (%)
Small	14	56.00
Medium	8	32.00
Large	3	12.00
Total	**25**	**100.00**

Source: Research data, 2025

Table 1 shows that more than half of the respondents (56%) operated small-scale businesses, whereas medium- and large-scale enterprises accounted for 32% and 12%, respectively. This distribution confirms that Molan Molan processing remains predominantly household-based, relying on limited production facilities, family labor, and relatively small capital investment. Similar conditions have been reported in many fisheries-based SMEs in Indonesia, where limited access to financial resources, production technology, and business management constrains enterprise growth (Ali et al., 2024; Amalina, 2025). Nevertheless, household-scale enterprises also demonstrate relatively high flexibility in adapting production to seasonal fluctuations in fish availability, thereby contributing to local economic resilience. Monthly production capacity further illustrates the heterogeneity of enterprise performance.

Table 2.
Monthly Production Capacity of Molan Molan Fish Processing SMEs

Production (kg month⁻¹)	Number of SMEs	Percentage (%)
≤100	9	36.00
101–200	6	24.00
201–300	5	20.00
>300	5	20.00
Total	**25**	**100.00**

Source: Research data, 2025

As presented in Table 2, 36% of enterprises produced less than 100 kg month⁻¹, whereas only 20% exceeded 300 kg month⁻¹. The average production reached approximately 202 kg month⁻¹, indicating considerable variation among enterprises. Differences in production capacity primarily reflect disparities in raw material availability, production equipment, working capital, and market demand. Previous studies have similarly demonstrated that production scale strongly influences business profitability, productivity, and the ability to adopt technological innovations within fisheries SMEs (Firdaus et al., 2020; Widyaningtyas et al., 2023). Labor utilization is another important indicator of business performance.

Table 3.
Labor Utilization of Molan Molan Fish Processing SMEs

Number of Workers	Number of SMEs	Percentage (%)
1	2	8.00
2	11	44.00
3	7	28.00
4–5	5	20.00
Total	**25**	**100.00**

Source: Research data, 2025

Table 3 indicates that nearly half of the enterprises employed only two workers, confirming that Molan Molan processing is predominantly family-based. Although this labor structure reduces operational costs and increases managerial flexibility, it simultaneously limits specialization and production efficiency. Similar observations have been reported by Andaryogi et al. (2022), who emphasized that labor shortages often become bottlenecks in expanding fisheries-based SMEs.

Financial Performance and Business Sustainability

Financial analysis revealed that the average monthly revenue of respondents reached approximately IDR 7.86 million, while average production costs were IDR 3.42 million, generating an average monthly profit of IDR 4.44 million. These findings indicate that Molan Molan processing remains economically feasible despite relatively small production scales. However, profit variation among respondents suggests considerable differences in operational efficiency, production management, and market access. Enterprises with higher profitability generally possessed better production facilities, more diversified products, and broader marketing networks. Similar findings have been reported in fisheries value-added industries, where production efficiency and market accessibility represent the primary determinants of long-term business sustainability (Andaryogi et al., 2022; Akmar et al., 2024).

Furthermore, prolonged production duration (average approximately 73 hours) emerged as one of the principal operational constraints. Extended processing periods increase labor requirements, energy consumption, and production costs while simultaneously reducing

production turnover. Consequently, improving processing efficiency through technology adoption, process standardization, and implementation of Good Manufacturing Practices (GMP) or Cara Produksi Pangan Olahan yang Baik (CPPOB) becomes essential for strengthening business competitiveness (Aktaruzzaman et al., 2022; Aprilia & Hapsari, 2025).

Internal and External Strategic Environment

The evaluation of internal and external strategic factors generated overall IFE and EFE scores presented in Table 4.

Table 4.
Internal and External Strategic Position

Indicator	Score	Strategic Interpretation
IFE Score	2.50	Moderate internal capability
EFE Score	2.72	Favorable external environment
IE Matrix Position	Cell V	Hold and Maintain
SWOT Quadrant	Quadrant I	Aggressive Growth Strategy

Source: Research data, 2025

The IFE score of 2.50 indicates that internal capabilities remain moderate. Major strengths include relatively stable raw material availability, accumulated processing experience, flexible family labor, and local institutional support. Conversely, limited product diversification, inadequate production facilities, weak branding, and insufficient working capital remain critical weaknesses.

The EFE score of 2.72 demonstrates that external opportunities outweigh existing threats. Expanding consumer demand for processed fish products, government support programs, digital marketing opportunities, and increasing public awareness of fish-based nutrition represent significant opportunities. Nevertheless, fluctuations in fish catches, increasing logistics costs, stricter food safety regulations, and intensifying market competition continue to pose substantial risks. Similar strategic conditions have been observed among fisheries SMEs throughout Indonesia, where institutional support and digital transformation have become major drivers of enterprise competitiveness (Adhrianti et al., 2022; Widyaningtyas et al., 2023).

Strategic Priorities Based on QSPM

The Quantitative Strategic Planning Matrix (QSPM) was subsequently applied to prioritize the strategic alternatives generated through SWOT analysis.

Table 5.
Strategic Priorities Based on QSPM

Priority	Strategic Alternative	TAS
1	Strengthening institutional capacity, SOP implementation, quality standards, legal certification, technology adoption, and cold-chain management	6.26
2	Product innovation and diversification based on surimi and value-added products	5.42
3	Digital marketing expansion, partnership development, and market expansion	5.13

Source: Research data, 2025

The QSPM analysis identified institutional strengthening as the highest strategic priority (TAS = 6.26). This finding should be interpreted in conjunction with the strategic positioning results, which placed Molan Molan fish processing SMEs in Cell V (*Hold and Maintain*) of the

IE Matrix and Quadrant I (*Aggressive Growth*) of the SWOT analysis. Although these positions suggest different strategic orientations, they are not necessarily contradictory. The IE Matrix indicates that enterprises should prioritize consolidating existing capabilities and improving operational performance, whereas the SWOT analysis highlights opportunities for growth by leveraging internal strengths and favorable external conditions. Accordingly, a gradual and selective growth strategy is considered appropriate, beginning with institutional strengthening, improving production quality, facilitating business certification, adopting appropriate technologies, and enhancing access to financing. These measures can strengthen collective bargaining power and improve SMEs' readiness to compete in broader domestic markets while maintaining operational stability.

Product innovation and diversification emerged as the second strategic priority (TAS = 5.42), reflecting opportunities to expand value-added processing activities after strengthening fundamental business capabilities. Diversification into surimi-based and other processed fish products may improve profitability, reduce dependence on existing product lines, and enhance market competitiveness. Previous studies have demonstrated the potential of *Megalops cyprinoides* as a raw material for value-added food products due to its nutritional characteristics and processing potential (Cahyani et al., 2020; Cahyani et al., 2024). Within the *Hold and Maintain* orientation, product diversification should initially focus on feasible innovations that match existing production capacity and available resources. As institutional and technological capabilities improve, enterprises may progressively pursue broader product development opportunities consistent with the growth potential identified in the SWOT analysis.

Digital marketing and market expansion ranked third (TAS = 5.13), indicating their importance in supporting long-term business development. Although digital platforms can expand market accessibility and strengthen customer engagement, their effectiveness depends on consistent product quality, appropriate packaging, regulatory compliance, and sufficient production capacity. Therefore, digital marketing initiatives should be developed alongside improvements in institutional management, production standards, and product quality rather than pursued as isolated expansion strategies. Overall, the integration of IE Matrix, SWOT, and QSPM findings supports a phased development approach that balances operational consolidation with selective growth opportunities. Institutional strengthening provides the foundation for business stability, product diversification promotes value creation, and digital market expansion facilitates wider commercial opportunities. This strategic sequence offers a practical direction for enhancing the competitiveness, adaptability, and long-term sustainability of Molan Molan fish processing SMEs in Bulungan Regency.

CONCLUSION

The results demonstrate that Molan Molan fish processing enterprises in Bulungan Regency remain predominantly small-scale household businesses characterized by limited capital, simple processing technology, low product diversification, and conventional marketing practices. Nevertheless, these enterprises possess considerable development potential due to the availability of fish resources, accumulated processing experience, and increasing market demand for value-added fisheries products. The strategic evaluation using the IFE, EFE, IE, and SWOT matrices indicates that the enterprises are positioned within a favorable growth environment, where external opportunities outweigh existing threats despite moderate internal capabilities.

The Quantitative Strategic Planning Matrix (QSPM) identified institutional strengthening as the highest strategic priority, followed by improvements in product quality, technology adoption, business legality, product diversification, and digital marketing expansion. These strategies are expected to enhance production efficiency, strengthen market competitiveness, increase product value, and improve the sustainability of Molan Molan fish processing enterprises. Therefore, collaboration among local governments, extension services, financial

institutions, and SME actors is essential to support technology transfer, business capacity development, access to financing, certification, and market expansion, thereby promoting sustainable fisheries-based economic development in Bulungan Regency.

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