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MARKETING STRATEGY OF CATFISH THROUGH AGRIBUSINESS SUBSYSTEM IN THE PEGUYANGAN ECOTOURISM AREA, NORTH DENPASAR

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Abstract

The purpose of this study was to determine the appropriate marketing strategy used by Pokdakan Mina Mandiri in each agribusiness subsystem by analyzing it through the SWOT Matrix through strengths, weaknesses, opportunities and challenges. This study used a descriptive method by determining the location by purposive sampling with the consideration that the research location had been keeping catfish for a long time through the upstream, middle and downstream agribusiness subsystems. The results of the SWOT analysis show that the position of the cultivator for the upstream agribusiness subsystem is in quadrant III Turn Around/Stability (Change Strategy) followed by the SWOT matrix so that the right strategy is obtained which is the WO Strategy which is taking advantage of existing opportunities by improving the internal weaknesses of members of the Mina Mandiri group. So that the marketing strategy: (1) Cultivators to be able to increase business capital from loans, (2) cultivators to be able to make alternative feeds, (3) cultivators to find alternative markets other than the local market, and (4) cultivators to take advantage of local government policies that support hatchery activities. For the middle agribusiness subsystem, it is in quadrant I with an aggressive SO strategy Marketing strategy using internal strengths to take advantage of opportunities from group members, so that the marketing strategy: (1) Cultivators to maintain quality, quantity and continuity of products according to demand, (2) cultivators in determining prices to be competitive, (3) cultivators to maintain good relations with sellers, and (4) cultivators to improve facilities and infrastructure by utilizing natural resources. For the downstream agribusiness subsystem, the cultivator's position is in quadrant IV of the defensive marketing strategy (WT) by taking advantage of internal weaknesses to reduce external threats, so that the marketing strategy: (1) Cultivators to add manpower to process catfish, (2) cultivators to be able to make products preparations that have a longer shelf life, (3) cultivators to be able to increase their consumption of catfish products, (4) cultivators to see competitors as competitors, and (5) cultivators to improve the packaging of their processed products.

Keywords: ***SWOT Analysis, SWOT Matrix, Marketing Strategy, Agribusiness Subsystem.***

1. INTRODUCTION

1.1.Rrsearch Background

Since 2015, residents on the outskirts of Denpasar City have been able to enjoy sightseeing in the rice fields, called Subak Sembung ecotourism. Administratively, this 115 hectare rice field area belongs to the Peguyangan Village, North Denpasar District. There are about 200 farmers managing the paddy fields, which produce almost every year. Subak Sembung has the Uma Palak rest area as a place or location for cultivating catfish in the form of

catfish seeds and catfish consumption (Muhajir, 2016). Catfish is one of the prospective fishery products developed in Denpasar City. This is because the need for catfish reaches 10 tons per day to meet the food needs of the community, but currently catfish farmers in Denpasar City are only able to supply around 1.8 tons to 2 tons of catfish per day. The rest is supplied from outside Denpasar. The needs of this catfish are usually to meet the demand for fresh vegetables stalls (Department of Fisheries and Food Security, Denpasar City, 2021).

Physically, the rice fields are now more organized. The paddy fields are now equipped with a 2 meters wide concrete road for about 1 km. The aqueduct next to the concrete road flows water smoothly, dividing and irrigating the rice fields. Some farmers are planting rice seeds. Others are weeding. In some parts of the concrete road for pedestrians there is a *bale bengong*, a hall for relaxing. Visitors can rest while enjoying the rice fields. However, there is something more important. Subak Sembung ecotourism is also an effort to preserve the environment, save rice fields and prevent flooding. The paddy field area in Peguyangan includes a bit of green land that is still maintained in the capital city of Bali Province. According to Denpasar City Government data, the remaining paddy fields in Denpasar are currently only 2,506 hectares. Land conversion in Denpasar is the fastest compared to other areas, such as Gianyar, Bangli and Karangasem. Its position as the capital city has made Denpasar's open land quickly turn into housing. Among the rapid changes in land use, efforts to preserve rice fields such as those in Subak Sembung are very important. Tilapia is an animal that lives in water which is one of the many food ingredients needed by humans, fish is very beneficial for human contains a variety of substances needed by the human body such as: protein, vitamins, and minerals. As a source of protein there is a composition contained in tilapia. The composition is the chemical composition of tilapia per 100 grams of meat which can show that tilapia has a fairly low fat (2.7%) and a fairly high protein content, namely 17.8% (Kusumawardhani, 1988).

Catfish are animals that live in water which are one of the many food ingredients needed by humans, fish are very beneficial for humans because they contain various substances needed by the human body such as protein, vitamins and minerals. In addition, when compared with protein-producing sources such as meat, milk, and eggs, the price of fish is relatively the cheapest that can be reached by the community, as a source of protein there is a composition contained in catfish. This composition is the chemical composition of catfish per 100 grams of meat which can show that catfish has relatively low fat (2.9%), 105 calories, 50 meligrams of sodium, and a fairly high protein content of 18% (Kusumawardhani, 1988).

Catfish is one of the leading fisheries commodities with a high level of market demand. Therefore, the productivity of consumption catfish cultivation must be intensively driven by taking into account the nature of catfish that can live at high densities (Ombong and Salindeho, 2016). In line with the above that fish farming includes growth and development. Fish cultivation aims to obtain more or higher and better results than the fish left naturally (Ambia Erusyuni and Irwanmay, 2015). Cultivating catfish generally uses high costs, because the highest cost component in aquaculture is the feed component. Feed is an important component in aquaculture activities because feed is a source of material and energy to support the survival and growth of fish, but on the other hand feed is the largest component (50-70%) of production costs (Yanuar, 2017).

The Mina Mandiri Fish Cultivation Group has been interested in trying the catfish seed cultivation system and growing catfish since 2018 by taking the cultivation location in the Uma Palak rest area, Subak Sembung, Peguyangan Village, North Denpasar District, Denpasar City which is an ecotourism location in Denpasar City, so the authors are interested in researching the marketing strategy used and the marketing mix in the catfish seed cultivation business and

at the same time the catfish enlargement business which is associated with its ecotourism potential which already has fishing ponds.

1.2.Research purposes

The purpose of this study was to determine the marketing strategy for catfish through the upstream, middle and downstream agribusiness subsystems followed by the SWOT matrix, then it was concluded that the position of Pokdakan Mina Mandiri was in what quadrant so that an appropriate marketing strategy could be formulated.

1.3.Research Urgency

Determining the marketing strategy is very important because marketing is the heart of every business, including catfish farming, if the heart or marketing has problems, then the business will be disrupted in the next production business process.

2.LITERATURE REVIEW

2.1 Classification and Morphology of Catfish

Classification of catfish according to Saanin, (1984) can be classified as follows

Kingdom: Animalia
Sub-kingdom: Metazoa
Phylum: Chordata
Sub phylum: Vertebrata
Class: Pisces
Subclass: Teleostei
Order: Ostariophysi
Suborder: Siluroidea
Family: Clariidae
Genus: Clarias
Species: Clarias garie pine

The morphology of catfish has several specific physical characteristics. One of them is the shape of the head which is elongated to almost a quarter of the body length. In addition, the head of the catfish is also flattened down or depressed. The top and bottom of the catfish's head are also covered by plate bones that form a room or cavity just above the gills. While the mouth is equipped with real teeth and a rough surface in the front of the mouth (Saanin, 1984). The catfish has four pairs of antennae near its mouth, a pair of antennae on the nose, a pair of antennae on the outer mandibles and a pair of antennae on the inner mandibles. Not to forget a pair of antennae on the maxilla or maxillary bone, in catfish there is an olfactory near the antennae which is useful as a tool for touch and smell, while the eyesight of catfish tends to be poor. The eyes of the catfish are small, of the free orbital type. Catfish bodies tend to be elongated and round and do not have scales like most other types of fish. The middle of the body is rounded with the back shaped flat to the side or compressed. There is a pair of tail fins that are rounded on the body. However, these fins are not joined to the dorsal or anal fins. The pelvic fins are rounded with a length reaching the anal fin. Right on the pectoral fins there is a pair of sharp spines called catfish patils. Generally, these fish are black and brown. However, there are also certain types that are brightly colored like pink or even albino.

2.2.Marketing Strategy with SWOT Analysis

SWOT analysis is the identification of various factors systematically to formulate a company strategy. SWOT analysis is based on a relationship or interaction between internal

elements in the form of: strengths and weaknesses, and external elements in the form of: opportunities and threats (Rangkuti, F., 2015). Strengths, Weaknesses, Opportunities, Threats is an abbreviation of SWOT. SWOT analysis is a strategic planning technique that is useful for evaluating strengths and weaknesses, opportunities and threats in a project. Take advantage of opportunities and strengths (O and S). This analysis is expected to produce a long-term plan. Address or reduce threats and weaknesses (T and W). This analysis is more towards producing a plan in the short term, namely a short-term improvement plan. The initial stage of the strategy-setting process is to be able to assess the strengths, weaknesses, opportunities and threats that the organization has.

2.3.SWOT Analysis Combination Strategy

In a SWOT analysis, you can focus on a combination of two points from SWOT to determine the strategic steps for business activities. The combination of these focuses includes:

1. Focus on Strength-opportunity (SO) to obtain offensive alternatives by using internal strengths to take advantage of external opportunities.
2. Focus on Weaknesses (WT) to obtain defensive alternatives by exploiting internal weaknesses to reduce external threats.
3. Focus on Strength-threats (ST) by using internal strengths to reduce external threats.
4. Focus on Weaknesses (WO) by leveraging internal weaknesses to take advantage of external opportunities.

As a method in general, this SWOT analysis can only help analyze the situation being faced by a company or an organization. This means that in principle this method is not a definite answer that is able to provide a solution to every problem being faced. However, at least it will break down existing problems by breaking them down into smaller parts that will look simpler (Rangkuti, F., 2015). SWOT analysis also allows the organization to formulate and implement the main strategy as an advanced stage of implementation and organizational goals, in the SWOT analysis information is collected and analyzed. The results of the analysis can also cause changes to the ongoing mission, goals, policies or strategies. In preparing a good plan, it is also necessary to know the resources and funds that are owned when starting a business, to know all the strengths possessed, or all the weaknesses that exist. The data collected about these internal factors is the potential in carrying out the planned business. On the other hand, it is also necessary to pay attention to the external factors that will be faced, namely the opportunities or opportunities that exist or need to pay attention to problems that will arise and threats or obstacles that are expected to appear that will affect the business being carried out. It can be concluded that SWOT analysis is the development of relationships or interactions between internal elements, which are the strengths and weaknesses of external elements, namely opportunities and threats.

3.RESEARCH METHODS

3.1.Place and Time of Research

Determining the location of the research was carried out using the purposive sampling method, which is a method of determining the location of research that is carried out deliberately based on certain considerations (Suyatna and Antara, 2004). This research was conducted at the Independent Mina Fish Cultivation Group, Subak Sembung, Peguyangan Village, North Denpasar District, Denpasar City. The research time spanned eight months starting from research preparation, making research proposals/proposals to field surveys, then followed by data tabulation, data analysis, to writing the final report, from February 2023 to September 2023.

3.2.Research Data

Types and Sources of Data

The data collected in this study consisted of primary data and secondary data. Primary data is data that comes from the first source, in this case obtained from the catfish cultivators themselves and the local community which is used as a Focus Group Discussion related to catfish farming. The types of primary data collected include: what are the strengths that can be formulated in the Mina Mandiri group, what are the weaknesses that can be formulated, what are the opportunities that can be exploited by the Mina Mandiri group, and what are the challenges that must be faced by the Mina Mandiri group in the process of marketing catfish through the upstream, middle and downstream agribusiness subsystems. Secondary data is data obtained from indirect sources or secondary sources which are generally in the form of documentation data, monographs and official archives from relevant agencies that are directly or indirectly related to catfish marketing issues, as well as some results of previous similar studies.

Data Collection Methods

The data obtained as mentioned above will be carried out using several data collection techniques as proposed by Singarimbun and Effendi (1989), namely:

a) Interview
   Interviews were conducted by direct questioning and answering with parties related to this research, namely catfish cultivators, field officers and related agencies. This method uses a structured list of questions (questionnaire) against cultivator respondents. The list of questions used in obtaining primary data is first tested for reliability, where a questionnaire can be said to be reliable or reliable if the respondent's answers to statements are consistent or stable.
b) Observation
   Observation is carried out by researching and directly observing the activities carried out by the cultivators themselves at the research location.
c) Documentation
   Documentation was done by looking at the records in the cultivator and his group to find out the various records related to this research problem.

3.3.Research Implementation

This research was carried out at the Independent Mina Fish Cultivation Group, Subak Sembung, Peguyangan, North Denpasar by interviewing all cultivation groups that are related to the research topic, namely the marketing strategy for seed cultivation, rearing and processing of catfish through the agribusiness subsystem then the data is tabulated for analysis using a matrix. SWOT to draw conclusions whether hatchery, rearing and processing of catfish are profitable and can be developed in the long term. Data is also extracted from related parties to obtain more comprehensive data.

3.4.Research Flow Chart

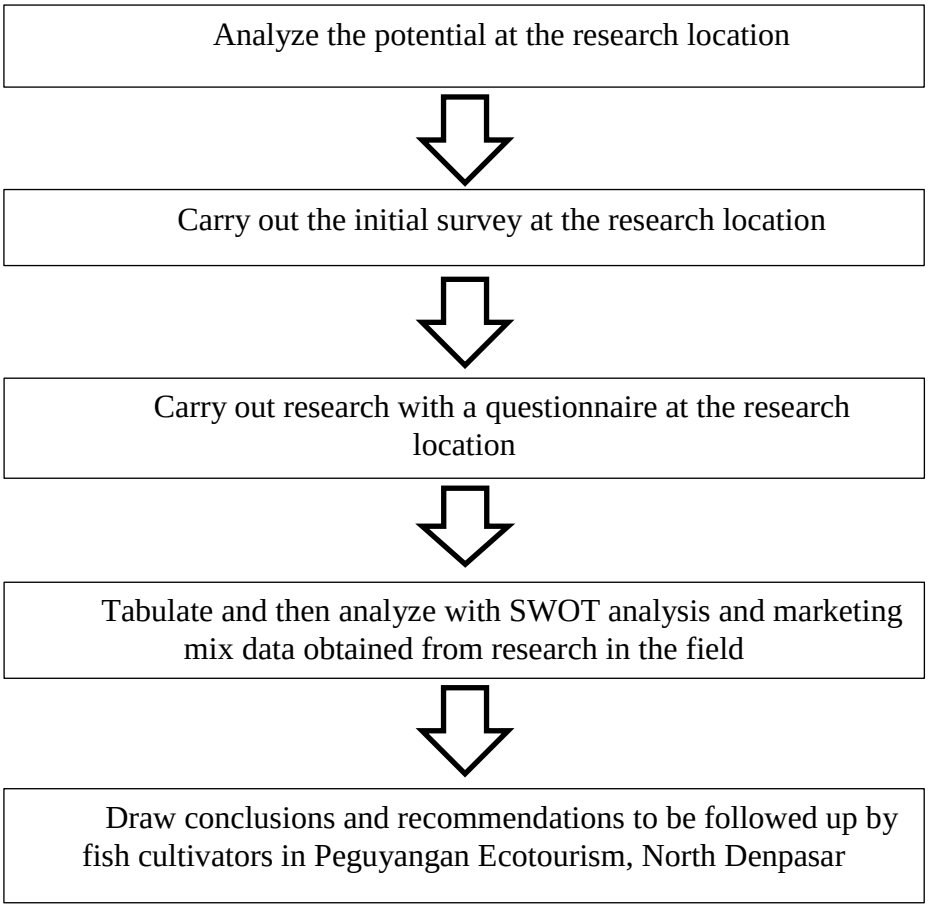

Figure 3.1 Research Flowchart

3.5.Research Variables

In general, there are four aspects that are observed, including: aspects of strengths, aspects of weaknesses, aspects of opportunities and aspects of challenges faced by the Mina Mandiri cultivation group, using a SWOT analysis followed by a SWOT Matrix.

3.6.Data Analysis

The data obtained in the form of strengths, weaknesses, opportunities and challenges is then in the SWOT matrix to obtain the position of the cultivator in which quadrant so that from this position it can be recommended to apply the right marketing strategy so that the cultivation business can survive amidst increasingly fierce competition

4.RESULTS AND DISCUSSION

4.1.Characteristics of Culturing Groups and FGD Informants

The total number of the Mina Mandiri, Peguyangan Cultivation groups is ten people with an age range of 31 years to 61 years, so the age of the Mina Ayu group cultivators are all in their productive age. While the education level of the Mina Ayu cultivation group is mostly at the senior high school level including the Vocational High School (SMK), namely seven people or 70%, one

person with a Junior High School education (SMP), one Associate Degree (D3) and one person with a Bachelor Degree education (S1). The main occupation of the members of the cultivation group varies, namely 3 people or 30% each work as private and trade employees, one person or 10% catfish cultivator, one person or 10% works as a security guard, and two more people or 20% works as a farmer. While the number of part-time jobs as cultivators is the most, namely as many as 9 people or 90%, and 1 person or 10% does not have a part-time job.

The total number of FGD informants was five people with an age range of 32 to 48 years so that all FGD informants were in the productive age group . The jobs of the FGD informants were quite varied, namely as PPL, Kelihan Banjar, Pekaseh and community leaders. While the formal education level of the majority of the FGD informants was at the high school level, namely three people or 60%, and two people or 40% had Bachelor's degrees. So in terms of formal education the selected informants are relatively high.

4.2.SWOT analysis

Upstream Agribusiness Subsystem

The tabulation of data on ten members of the Mandiri Mina Cultivation group for the upstream agribusiness subsystem shows that Strength includes 10 aspects, including: (1) The quantity of seeds has been able to meet demand, rating 2, (2) the quality of seeds has met the criteria, rating 3, (3) continuity of seeds has met demand, rating 4, (4) seed prices are competitive, rating 4, (5) strategic cultivation location, rating 3, (6) there is local government support for hatchery businesses, rating 3, (7) has good relationship with suppliers, rating 3, (8) having trained and skilled human resources, rating 3. (9) having quality catfish brooders, rating 4, and (10) having complete hatchery facilities and infrastructure, rating 3. Weaknesses include 4 aspects include: (1) Lack of capital, rating 3, (2) high feed prices rating 4, (3) not having alternative feed to replace artificial feed, rating 4, and (4) local seed marketing, rating 4. Opportunities include 4 aspects include : (1) Seed production in terms of quantity, quality and continuity is appropriate, rating 4, (2) being able to create jobs, rating 4, (3) member income from selling seeds is quite good, rating 3, and (4) there is good cooperation with the local government, rating 3. Threats/challenges include 4 aspects, including: (1) High competition in seed sales, rating 3, (2) climatic factors, especially the rainy season, rating 3, (3) pollution in the environment waters, rating 1, and (4) there are difficulties in transporting seeds to consumers, rating 4.

Table 4.1 SWOT Tabulation Based on Significance Level, Weight,
Rating and Score for Upstream Subsystem

		Sigf. Level	weight	ratings	score
STRENGTH:					
1	The quantity of seeds has been able to meet demand	3	0.111	2	0.2222
2	Seed quality already meets the criteria	3	0.111	3	0.3333
3	Seed continuity is already meeting demand	3	0.111	4	0.4444
4	Seed prices are competitive	3	0.111	4	0.4444
5	Strategic cultivation location	3	0.111	4	0.3333
6	There is local government support for the hatchery business	2	0.074	3	0.2222
7	Have a good relationship with suppliers	3	0.111	3	0.3333
8	Having trained and skilled human resources	2	0.074	3	0.2222
9	Have quality catfish broodstock	3	0.111	4	0.4444
10	Has complete seeding facilities and infrastructure	2	0.074	3	0.2222
		27	1		3.2222
WEAKNESS:					
1	Lack of capital	3	0.273	3	0.8182
2	High feed prices	3	0.273	4	1.0909
3	Does not have alternative feed to replace artificial feed	2	0.182	4	0.7273
4	Local seed marketing	3	0.273	4	1.0909
		11	1		3.7273
OPPORTUNITY:					
1	Seed production in terms of quantity, quality and continuity is appropriate	2	0.222	4	0.8889
2	Able to create jobs	3	0.333	4	1.3333
3	Members' income from selling seeds is quite good	2	0.222	3	0.6667
4	There is good cooperation with the local government	2	0.222	3	0.6667
		9	1		3.5556

THREATS/CHALLENGES:					
1	High competition in seed sales	3	0.3	3	0.9000
2	Climatic factors, especially the rainy season	3	0.3	3	0.9000
3	Pollution in the aquatic environment	2	0.2	1	0.2000
4	Difficulties in transporting seeds to consumers	2	0.2	4	0.8000
		10	1		2.8000

The following SWOT tabulation is based on the level of significance, weight, rating and score. Where the internal factors, namely the strengths and weaknesses in the SWOT matrix are on the X axis, where the score for strength is obtained 3.2222 and the score for weakness is obtained 3.7273 so that the difference in average value is obtained = (3.2222-3.7273):2 = -0.5051:2 = -0.2525. Furthermore, the scores for opportunities and challenges whose positions are on the SWOT matrix are on the Y axis, where the scores for opportunities are 3.5556 and the scores for challenges/threats are 2.8000 so that the difference in average values is = (3.5556-2.8000):2 = 0.7556:2 = +0.3778. So that the cultivator's position for the upstream subsystem is in quadrant III Turn Around/Stability (Change Strategy), meaning: the organization should change its strategy because it is feared that the old strategy (which has been implemented) will find it difficult to seize opportunities. The WO strategy is to take advantage of existing opportunities by improving the internal weaknesses of members of the Mina Mandiri group .

Central Agribusiness Subsystem

The results of data tabulation on ten members of the Independent Mina Cultivation group for the middle agribusiness subsystem can show that Strength includes 6 aspects, including: (1) The quantity of catfish consumption has been able to meet demand, rating 3, (2) the quality of catfish consumption has met the criteria, rating 3, (3) continuity of catfish consumption has met demand, rating 3, (4) the price of catfish consumption is competitive, rating 4, (5) has good relations with traders, rating 3, and (6) has complete catfish rearing facilities and infrastructure, rating 3. Weaknesses include 4 aspects including: (1) Lack of capital, rating 3, (2) high feed prices rating 3, (3) not having alternative feed to replace artificial feed, rating 3, and (4) marketing for local consumption, rating 3. Opportunity includes 4 aspects including: (1) Consumable catfish production in terms of quantity, quality and continuity is appropriate, rating 4, (2) being able to create jobs, rating 4, (3) availability of many fresh vegetables traders, rating 4, and (4) the potential of natural resources is very supportive, rating 3. Threats/challenges cover 4 aspects including: (1) High competition, rating 4, (2) climate factors, especially the rainy season, rating 3, (3) pollution in the aquatic environment, rating 1, and (4) difficulties in transporting catfish consumption to consumers, rating 1.

STRENGTH:	Sigf. Level	weight	ratings	score
The quantity of catfish consumption has been able to meet demand	3	0.1765	3	0.5294
The quality of consumption catfish has met the criteria	3	0.1765	3	0.5294
The continuity of catfish consumption has met demand	3	0.1765	3	0.5294
The price of consumption catfish is competitive	3	0.1765	4	0.7059
Have a good relationship with the merchant	3	0.1765	3	0.5294
Has complete catfish rearing facilities and infrastructure	2	0.1176	3	0.3529
	17	1,0001	19	3.1765
WEAKNESS:				
Lack of capital	2	0.2000	3	0.6000
High feed prices	3	0.3000	3	0.9000

Table 4.2 SWOT Tabulation Based on Significance Level, Weight, Rating and Score for Central Subsystem

Does not have alternative feed to replace artificial feed	3	0.3000	3	0.9000
Local consumption catfish marketing	2	0.2000	3	0.6000
	10	1.0000		3.0000
OPPORTUNITY:				
Consumable catfish production in terms of quantity, quality and continuity is appropriate	3	0.3000	4	1.2000
Able to create jobs	3	0.3000	4	1.2000
The availability of many fresh vegetables	2	0.2000	4	0.8000
Natural resource potential is very supportive	2	0.2000	3	0.6000
	10	1.0000	15	3.8000
THREATS/CHALLENGES:				
High competition in seed sales	3	0.3000	4	1.2000
Climatic factors, especially the rainy season	3	0.3000	3	0.9000
Pollution in the aquatic environment	2	0.2000	1	0.2000
There are difficulties in transporting consumption catfish to consumers	2	0.2000	1	0.2000
	10	1.0000	9	2.5000

Downstream Agribusiness Subsystem

The tabulation of data on ten members of the Independent Mina Cultivation group for the downstream agribusiness subsystem shows that Strength includes 5 aspects, including: (1) Seasoned catfish and nuggets are very popular with consumers, rating 2, (2) seasoned nuggets and catfish products are superior products , rating 3, (3) product prices for nuggets and catfish seasoning can compete with similar products, rating 4, (4) online marketing is very prospective, rating 4, and (5) facilities and infrastructure for the complete seasoning nugget and catfish business, rating 3. Weaknesses cover 3 aspects, including: (1) Lack of manpower to process fish into seasoned nuggets and catfish, rating 3, (2) product shelf life is very short so that the product spoils quickly, rating 4, and (3) raw materials are limited due to catfish consumption behavior in the market, rating 4. Opportunity includes 3 aspects, including: (1) Production in terms of quantity, quality and continuity is appropriate, rating 3, (2) being able to create employment opportunities, rating 4, and (3) income of members of processed sales are quite good, rating 4. Threats/challenges include 2 aspects, including: (1) Competition, rating 3, and (2) the difficulty factor in packaging processed products, rating 4.

Table 4.3 SWOT Tabulation Based on Significance Level, Weight, Rating and Score for Downstream Subsystem

STRENGTH:					
1	Seasoned nuggets and catfish products are very popular with consumers	3	0.2	2	0.4000
2	Seasoned nuggets and catfish products are superior products	3	0.2	3	0.6000
3	The price of seasoned nuggets and catfish products can compete with similar products	3	0.2	4	0.8000
4	Online marketing is very prospect	3	0.2	4	0.8000
5	Complete facilities and infrastructure for seasoning nuggets and catfish business	3	0.2	3	0.6000
		15	1		3.2000
WEAKNESS:					
1	Lack of manpower to process fish into seasoned nuggets and catfish	3	0.375	3	1.1250
2	Product shelf life is very short so the product is damaged quickly	3	0.375	4	1.5000
3	Raw materials are limited because consumption catfish sell well in the market	2	0.25	4	1.0000
		8	1		3.6250
OPPORTUNITY:					
1	Production in terms of quantity, quality and continuity is appropriate	2	0.286	3	0.8571
2	Able to create jobs	3	0.428	3	1.2857
3	The member's income from processed sales is quite good	2	0.286	3	0.8571
		7	1		3.0000
THREATS/CHALLENGES:					
1	There is competition	3	0.5	3	1.5000
2	Factors of difficulty in packaging processed products	3	0.5	4	2.0000
		6	1		3.5000

4.3.SWOT Matrix

Based on the SWOT analysis tabulation of cultivator positions for each agribusiness subsystem in quadrant I, quadrant III and quadrant IV followed by a SWOT matrix based on IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) with the analysis results obtained as follows:

1. For the Upstream Agribusiness Subsystem, the cultivator's position is in quadrant III with the WO Strategy, namely taking advantage of existing opportunities by improving the internal weaknesses of members of the Mina Mandiri group in marketing catfish seeds. So that the marketing strategies that need to be implemented include: (1) Cultivators to be able to increase business capital from soft credit loans such as KUR (People's Business Credit),

(2) cultivators to be able to make alternative feeds, (3) cultivators to look for alternative markets other than the local market to keep up with the times - when the seed production is abundant, there is not excess seed, and (4) cultivators should take advantage of local regional government policies that support hatchery activities so that they are able to absorb more labor.

2. For the Central Agribusiness Subsystem, the position of Mina Mandiri cultivators for the Middle Subsystem is in Quadrant I of an offensive alternative by using internal strengths to take advantage of external opportunities. So that the marketing strategies that need to be implemented include: (1) Cultivators to maintain product quality, quantity and continuity to match demand, (2) cultivators to set prices to be competitive, (3) cultivators to maintain good relations with sellers, and (4) cultivators should improve their facilities and infrastructure by utilizing the natural resources they have for the smooth running of the catfish cultivation process.
3. For the Downstream Agribusiness Subsystem, the position of Mina Mandiri cultivators for downstream subsistence is in Quadrant IV to reduce external threats. So that the marketing strategies that need to be implemented include: (1) Cultivators to add labor to process catfish, (2) cultivators to be able to make processed products that have a longer shelf life, (3) cultivators to be able to increase consumption of catfish products products can be processed so that there is added value, (4) cultivators to see competitors as competitors to be able to create better, and (5) cultivators to improve the packaging of their processed products.

5.CONCLUSION AND SUGGESTIONS

5.1.CONCLUSION

Based on the results of the research described in Chapter IV and referring to the subject matter, several conclusions can be drawn from this study , namely:

1. SWOT analysis based on the Significance Level, Weight, and Rating for the upstream subsystem, the cultivator's position is in Quadrant III (Turn Around/Stability/Change Strategy), meaning: the organization should change its strategy because it is feared that the old strategy (which has been implemented) will find it difficult to catch opportunity. For the middle subsystem, the cultivator's position is in quadrant I of the offensive alternative by using internal strengths to take advantage of external opportunities. And for the downstream subsystem, the cultivator's position is in Quadrant IV of the defensive alternative by exploiting internal weaknesses to reduce external threats.
2. Based on the SWOT Matrix analysis based on IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary), a suitable marketing strategy for independent mina cultivators in the upstream subsystem is obtained, namely: (a) Farmers in order to increase business capital from soft credit loans such as KUR (People's Business Credit), (b) cultivators to be able to make alternative feeds, (c) cultivators to look for alternative markets other than the local market to ensure that when seeds are abundant, there is no excess seed, and (d) cultivators to take advantage of local government policies that support hatchery activities so that they are able to absorb more workers. For the agribusiness subsystem, the marketing strategy that fits the SO strategy is: (a) Cultivators to maintain product quality, quantity and continuity to match demand, (b) cultivators to determine prices to be competitive, (c) cultivators to maintain good relations with sellers, and (d) farmers to improve facilities and infrastructure by utilizing the natural resources they have for the smooth process of catfish cultivation. While the marketing

strategy for the downstream agribusiness subsystem that is suitable for the WT strategy, namely: (a) Cultivators to add more workers to process catfish, (b) cultivators to be able to make processed products that have a longer shelf life, (c) cultivators to be able to increase consumption of catfish products so that the excess product can be processed so that there is added value, (d) cultivators to see competitors as competitors to be able to create better, and (e) cultivators to improve the packaging of their processed products.

5.2.SUGGESTION

Based on the results of research on marketing strategies for catfish through the agribusiness subsystem in the Peguyangan Ecotourism Area, North Denpasar, the following suggestions can be put forward:

1. It is necessary to provide assistance for the application of the marketing strategy for each agribusiness subsystem applied by the cultivator so that the development of a catfish farming business can be sustainable and profitable in the long term.
2. There is a need for further research on marketing strategies from other aspects so that it will be able to help the Mina Mandiri group in running their cultivation business so that there are alternative marketing options that are prospective and profitable.

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