

## STRATEGY FOR DEVELOPING CATFISH CONSUMPTION CULTIVATION BUSINESS IN ECOTOURISM AREA, PEGUYANGAN, NORTH DENPASAR

I Gusti Ngurah Sugiana<sup>1</sup>, Dewa Nyoman Sadguna<sup>2</sup>, I Nyoman Yoga Parawangsa<sup>3</sup>,  
Kadek Johan Okan Adnyana<sup>4</sup>, Ngurah Agus Crisna Aryan Budiarsa<sup>5</sup>

<sup>1,2,3,4,5</sup>Bachelor of Aquatic Resource Management, Faculty of Agriculture,  
Universitas Warmadewa, Denpasar

\*Correspondence: [gustisugiana60@gmail.com](mailto:gustisugiana60@gmail.com)

### Abstract

*The purpose of this study is to determine the development strategy for catfish consumption cultivation business using SWOT analysis and SWOT matrix to determine the position of Pokdakan Mina Mandiri in which quadrant so that the development strategy for catfish consumption cultivation business used is appropriate for business sustainability. Research This uses a descriptive method with location determination by purposive sampling. considering that the research location has been raising consumption catfish for quite some time. Results analysis SWOT shows that the position of cultivators in developing the consumption catfish cultivation business is at quadrant III Turn Around/Stability (Change Strategy) Which to be continued with matrix SWOT so that the right strategy is obtained, namely the WO strategy, namely utilizing opportunities that exist by improving the internal weaknesses of Mina Mandiri group members. So the development strategy: (1) Cultivators can increase business capital by submitting proposals to local governments and BUMN (State-Owned Enterprises) and also through soft credit loans such as KUR (People Business Credit Program), (2) Cultivators can maintain stable catfish prices so that they can further encourage the spirit of the next farming business, (3) Cultivators can make alternative feed to prevent the cost of purchasing factory feed from increasing, (4) Cultivators can look for alternative markets other than the local market to maintain during simultaneous harvests so that prices do not fall or explore the online market, (5) Cultivators can take advantage of local government policies that support seeding activities so that businesses can develop more rapidly, and (6) Opportunities to meet the demand for fishing ponds must be considered because fishing ponds have quite a large potential to absorb catfish for consumption*

**Keywords:** *Analysis SWOT, Matrix SWOT, Quadrant, Sustainability, Turn Around.*

### 1. INTRODUCTION

The majority of Indonesia's territory consists of oceans and waters that are rich in fish potential, even the fisheries sector has become an important part of national development. This sector plays a role in providing animal food, providing raw materials to encourage agro-industry, to providing jobs and businesses, as well as preserving fishery resources and the environment (Ngadiyo et al., 2017; and Susanto et al., 2020). Data released by the Ministry of Marine Affairs and Fisheries in 2022 shows that catfish production in Indonesia is 1.06 million tons with a value of IDR 18.93 trillion in 2021. In detail, catfish production from cultivation is 1.03 million tons with a value of IDR 17.79 trillion. Meanwhile, catfish production from inland public waters (PUD) is 34,915.83 tons with a value of IDR 1.13 trillion (Widi, 2022). The data explains that catfish is one of the most developed types of freshwater fish due to domestic and international market opportunities, where catfish are exported in the form of fillets, whole, without heads, ground and crushed and chopped (Tarigan et al., 2023). The high market demand for catfish with promising profits makes people try to utilize the available land for catfish cultivation, either with earthen

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*I Gusti Ngurah Sugiana, Dewa Nyoman Sadguna, I Nyoman Yoga Parawangsa, Kadek Johan Okan Adnyana, Ngurah Agus Crisna Aryan Budiarsa*

ponds, brick ponds, or tarpaulin ponds (Nasution et al., 2019). Denpasar City is also one of the cities that has very good prospects for catfish cultivation. The reason is, the need for catfish reaches 10 tons per day to meet the community's food needs, but currently catfish farmers in Denpasar City are only able to supply catfish needs of around 1.8 tons to 2 tons per day. The rest is supplied from outside Denpasar. The need for catfish is usually to meet the demand for fresh vegetables stalls (Denpasar City Fisheries and Food Security Service, 2021). So catfish is one of the leading fishery commodities with a high level of market demand. Therefore, the productivity of catfish cultivation for consumption must be driven intensively by considering the nature of catfish which are able to live at high densities (Ombong and Salindeho, 2016).

In line with the above, fish farming includes growth and development. Fish farming aims to obtain more or higher and better results when compared to the fish being left naturally (Ambia Erusyuni and Irwanmay, 2015). Catfish farming generally uses high costs, because the highest cost component in cultivation is the feed component. Feed is one of the important components in cultivation 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 Farming Group began to be interested in trying to cultivate catfish for consumption since 2018 by taking the cultivation location in Subak Sembung, Peguyangan Village, North Denpasar District, Denpasar City which is an ecotourism location in Denpasar City, so the author is interested in further research on the strategy for developing a catfish consumption cultivation business as a continuation of previous research, namely on the marketing strategy for catfish through the agribusiness subsystem in the Peguyangan Ecotourism Area, North Denpasar.

### **Research Objective**

The objective of this study is to know strategy development of catfish consumption cultivation business is continued with SWOT analysis and SWOT matrix, then it is concluded that the position of the Mina Mandiri Pokdakan is in which quadrant so that a strategy can be formulated development which appropriate used.

### **Research Urgency**

Determining the business development strategy is very important because it is a continuation of the marketing strategy that has been studied previously with the results of the position of the farmer being in quadrant I with the SO strategy, namely utilizing the strengths they have to achieve market opportunities so that in order to maintain the continuity of marketing activities in the future, long-term cultivation activities need to be studied through a strategy for developing a catfish consumption cultivation business using SWOT analysis and SWOT matrix so that the position of the farmer will be known in which quadrant so that what business development strategy is appropriate to be applied to catfish consumption cultivation business activities.

## **2. IMPLEMENTATION METHOD**

### **Research Location and Time**

Determining the research location was carried out using the purposive sampling method, namely a method of determining the research location which was carried out deliberately based on certain considerations (Suyatna and Antara, 2004). This research was carried out at the Mina

Mandiri Fish Cultivation Group, Subak Sembung, Peguyangan Village, North Denpasar District, Denpasar City.

The research time was eight months, starting from research preparation, making research proposals/proposals to field surveys, then continuing with data tabulation, data analysis, until writing the final report, namely from February 2024 to October 2024.

## Research Data

### Type and Source of Data

The data collected in this research consists of primary data and secondary data. Primary data is data that comes from the first source, in this case obtained from the catfish farmers themselves and the local community which is used as a Focus Group Discussion related to catfish cultivation. The types of primary data collected include: what strengths can be formulated in the Mina Mandiri group, what weaknesses can be formulated, what opportunities can be exploited by the Mina Mandiri group, and what challenges must be faced by the Mina Mandiri group in the process of developing the consumption catfish cultivation business. Secondary data is data obtained from indirect sources or secondary sources which generally take the form of documentation data, monographs and official archives from related agencies which are directly or indirectly related to the problem of developing consumption catfish cultivation businesses, as well as several similar research results. previously.

### Data Collection Method

Data obtained as mentioned above, will be done using several data collection techniques as proposed by Singarimbun And Effendi (1989) namely :

a) Interview

Interviews were conducted by means of direct question and answer with parties related to this research, namely catfish farmers, field officers and related agencies. This method uses a structured list of questions (questionnaire) for 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 the statements are consistent or stable.

b) Observation

Observations were carried out by researching and directly observing the activities carried out by the cultivators themselves at the research location.

c) Documentation

Documentation is carried out by looking at the records of cultivators and their groups to find out various records that are related to this research problem.

### Implementation of Research

This research was conducted at the Mina Mandiri Fish Cultivation Group, Subak Sembung, Peguyangan, North Denpasar, by interviewing all cultivation groups related to the research topic, which is the development strategy for catfish farming for consumption. The data was then tabulated for analysis using the SWOT Matrix to draw conclusions on whether catfish farming is profitable and can be developed in the long term. Data was also gathered from relevant parties to obtain more comprehensive information.

**STRATEGY FOR DEVELOPING CATFISH CONSUMPTION CULTIVATION BUSINESS IN ECOTOURISM AREA, PEGUYANGAN, NORTH DENPASAR**

*I Gusti Ngurah Sugiana, Dewa Nyoman Sadguna, I Nyoman Yoga Parawangsa, Kadek Johan Okan Adnyana, Ngurah Agus Crisna Aryan Budiarsa*

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**Research Variables**

In general, there are four aspects observed, including: strength aspects, weakness aspects, opportunity aspects and challenge aspects faced by the Mina Mandiri cultivation group, using a SWOT analysis followed by a SWOT Matrix.

**Analysis Data**

The data obtained in the form of strengths, weaknesses, opportunities and challenges is then put into a SWOT matrix to determine which quadrant the cultivator is in so that from that position it can be recommended to implement appropriate business development strategies so that the cultivation business can survive amidst increasingly fierce competition.

**3. RESULTS AND DISCUSSION**

**Characteristics of Cultural Groups and FGD Informants**

The total number of the Mina Mandiri Cultivation group, Peguyangan is ten people with an age range of 32 years to 62 years, so all the cultivators in the Mina Ayu group are of productive age. Meanwhile, the majority of the education level of the Mina Ayu cultivation group is at High School level including Vocational High School (SMK), namely seven people or 70%, one person has a Junior High School (SMP) education, one person has a Associate Degree (D3) and one person has a Bachelor Degree (S1). The main occupations of the members of the cultivation group are varied, namely 3 people each or 30% work as private and commercial employees, one person or 10% is a catfish farmer. One person works as a security officer or 10%, and two other people or 20% work as farmers. Meanwhile, the number of part-time jobs as cultivators is the highest, namely 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 33 years to 49 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. Meanwhile, the formal education level of the majority of FGD informants was at high school level, namely three people or 60%, and two people or 40% had a bachelor's degree. So in terms of formal education, the selected informants are relatively high.

**SWOT Analysis**

The results of data tabulation for ten members of the Mina Mandiri Cultivation group for strategies for developing the consumption catfish cultivation business can be seen in Table 4.1 which shows that Strength includes 6 aspects, including: (1) the development of the number of ponds for rearing catfish has increased, rating 3, (2) the diameter of the pond is larger than last year, rating 3, (3) the quality, quantity and continuity of consumption of catfish is in line with demand, rating 4, (4) the cohesiveness of group members continues to be well maintained, rating 4, (5) has a good relationship with marketing institutions, rating 3, and (6) having resources that support business development, rating 3. Weaknesses include 4 aspects including: (1) lack of capital, rating 3, (2) depending on factory feed in the form of pellets rating 4, (3) marketing of local consumption catfish, rating 4, and (4) catfish seeds are difficult to obtain, rating 3. Opportunities include 5 aspects including: (1) the price of consumption catfish is competitive, rating 4, (2) there is support from the local government in the form of assistance, rating 4, (3) availability of lots of fresh vegetables traders, rating 4, (4) availability of assistance from BUMN in the form of CSR,



rating 3, and (5) demand for catfish for fishing ponds, rating 3. Threats/challenges include The 5 aspects include: (1) high competition, rating 3, (2) climate factors, especially the rainy season, rating 3, (3) difficulties in transporting consumer catfish, rating 2, (4) high feed prices, rating 4, and (5) continuity of supply of catfish for fishing ponds cannot be met, rating 2.

Table 4.1 Tabulation of Catfish Farming Business Development

Res P No	Strength					Weaknesses				Opportunity					Challenge					
	1	2	3	4	5	6	1	2	3	4	1	2	3	4	5	1	2	3	4	5
1	4	4	4	4	4	4	2	3	3	4	4	4	4	4	2	3	2	3	3	
2	2	3	4	3	3	2	1	4	4	3	4	4	4	4	3	4	4	2	4	2
3	3	3	3	4	3	3	3	3	3	4	3	3	3	3	4	3	3	2	4	2
4	3	4	4	4	4	3	2	3	4	4	4	3	4	3	2	3	4	1	4	2
5	2	4	4	4	3	4	3	3	4	3	3	3	3	2	4	3	2	3	2	
6	3	4	3	3	3	3	4	4	4	3	4	4	4	3	3	4	3	2	4	2
7	3	3	4	4	3	3	4	4	4	3	3	4	4	3	3	4	3	2	4	1
8	3	2	4	3	3	3	4	4	4	3	4	4	4	3	2	3	3	2	4	2
9	4	3	3	3	4	3	4	4	3	3	4	3	4	3	3	4	3	2	4	2
10	3	3	4	4	4	3	3	4	4	3	4	4	4	3	2	3	3	1	3	2
Tota l	30	33	37	36	34	31	30	36	37	33	37	36	38	32	28	34	32	18	37	20
Mea n	3.0	3.3	3.7	3.6	3.4	3.1	3.0	3.6	3.7	3.3	3.7	3.6	3.8	3.2	2.8	3.4	3.2	1.8	3.7	2.0
Rtg	3	3	4	4	3	3	3	4	4	3	4	4	4	3	3	3	3	2	4	2

Table 4.2 Tabulation SWOT Based on Level Significant, Weight, Rating and Scores for Subsystems Upstream

**STRENGTHS:**

		Signf. Level	weight	rating	score
1	The development of the number of ponds for raising catfish is increasing.	3	0.1667	3	0.5000
2	The pool diameter is larger than last year.	3	0.1667	3	0.5000
3	The quality, quantity and continuity of catfish consumption is in accordance with demand.	3	0.1667	4	0.6667
4	The cohesiveness of the group members is maintained well.	3	0.1667	4	0.6667
5	Have good relations with marketing institutions.	3	0.1667	3	0.5000
6	Have resources that support business development.	3	0.1667	3	0.5000
		18	1		3.3333

**WEAKNESSES:**

1	Lack of capital.	3	0.273	3	0.8182
2	High feed prices.	3	0.273	4	1.0909
3	There is no alternative feed to replace artificial feed.	2	0.182	4	0.7273
4	Local seed marketing.	3	0.273	4	1.0909
		12	1		3.5000

**OPPORTUNITIES:**

1	The price of catfish for consumption is competitive.	3	0.2308	4	0.9231
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**STRATEGY FOR DEVELOPING CATFISH CONSUMPTION CULTIVATION BUSINESS IN ECOTOURISM AREA, PEGUYANGAN, NORTH DENPASAR**

*I Gusti Ngurah Sugiana, Dewa Nyoman Sadguna, I Nyoman Yoga Parawangsa, Kadek Johan Okan Adnyana, Ngurah Agus Crisna Aryan Budiarsa*

2	There is support from local government in the form of assistance.	3	0.2308	4	0.9231
3	The availability of many fresh vegetable traders.	2	0.1538	4	0.6154
4	There is assistance from BUMN in the form of CSR.	2	0.1538	3	0.4615
5	There is a demand for catfish for fishing ponds.	3	0.2308	3	0.6923
		13			3.6154
<b>THREATS/CHALLENGES:</b>					
1	High competition.	3	0.2308	3	0.6923
2	Climate factors especially the rainy season.	3	0.2308	3	0.6923
3	There are difficulties in transporting catfish for consumption to consumers.	2	0.1538	2	0.3077
4	High feed prices.	3	0.2308	4	0.9231
5	Continuity of catfish supply for fishing ponds cannot be fulfilled.	2	0.1538	2	0.3077
		13	1		2.9231

Based on Table 4.2 above, it can be seen that the internal factors, namely strengths and weaknesses in the SWOT matrix, are on the X axis, where the score for strengths is 3.3333 and the score for weaknesses is 3.5000, so that the difference in average values is  $= 3.3333 - 3.5000 / 2 = -1.1286 : 2 = -0.5643$ . Furthermore, the score for opportunities and challenges whose positions in the SWOT matrix are on the Y axis, where the score for opportunities is 3.6154 and the score for challenges/threats is 2.9231, so that the difference in average values is  $= 3.6154 - 2.9231 / 2 = 1.6154 : 2 = +0.8077$ . So that the position of the cultivators for the development of catfish consumption cultivation business is in quadrant III, namely the development strategy focuses on Weaknesses-Opportunities (WO) to obtain the Turn Around/Stability (Change Strategy) alternative by improving internal weaknesses to be able to take advantage of external opportunities from members of the Mina Mandiri group (Figure 4.1).

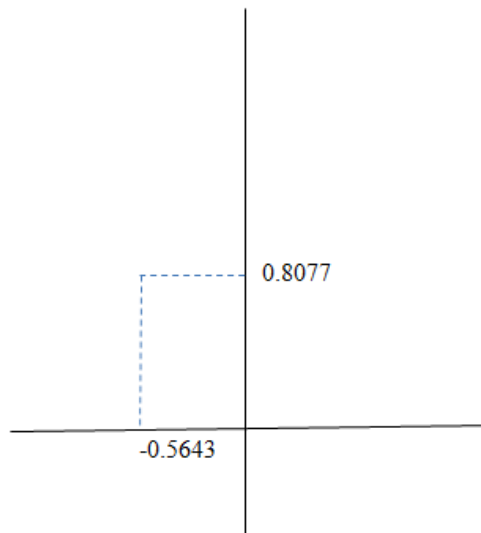


Figure 4.1 Position of the Mina Mandiri Cultivation Group for Catfish Cultivation Development Business in Quadrant III with WO Strateg

## SWOT Matrix

Based on the SWOT analysis tabulation of the position of cultivators for the development of consumption catfish farming business, it is located in quadrant III, then analyzed using the SWOT matrix based on IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) with the analysis results obtained as in Table 4.3 below:

Table 4.3 SWOT Matrix to Determine the Position of Cultivators That Can be Used in Efforts to Determine the Development Strategy for Catfish Cultivation for Consumption

IFAS		WEAKNESSES (W):		
EFAS	TREN	1. Lack of capital adequate	<ol style="list-style-type: none"> <li>1. Cultivators can increase their business capital by submitting proposals to local governments and state-owned enterprises and also through soft credit loans such as KUR.</li> <li>2. Cultivators must be able to maintain stable catfish prices so as to further encourage enthusiasm for subsequent farming efforts.</li> <li>3. Cultivators must be able to make alternative feed to prevent the cost of purchasing factory feed from increasing.</li> <li>4. Cultivators should look for alternative markets other than local markets to ensure simultaneous harvest times so that prices do not fall or explore online markets.</li> <li>5. Cultivators should take advantage of local government policies that support seed production activities so that their businesses can develop more rapidly.</li> <li>6. The opportunity to fulfill the demand for fishing ponds must be considered because fishing ponds have quite a large potential to absorb catfish for consumption.</li> <li>7. Cultivators should look for seeds in good seed production locations that are available at all times.</li> </ol>	
	GTHS (S)	<ol style="list-style-type: none"> <li>2. Depends feed factory in the form of pellets</li> <li>3. Marketing of catfish for consumption is still local</li> <li>4. Catfish seeds are hard to find</li> </ol>		
OPPORTUNITY (O):		CHALLENGE (T)		
<ol style="list-style-type: none"> <li>1. The price of catfish for consumption is competitive</li> <li>2. There is support from the regional government in the form of assistance</li> <li>3. The availability of many fried catfish dish traders</li> <li>4. There is help from BUMN in the form of CSR</li> <li>5. There is a demand for catfish for fishing ponds</li> </ol>				

Based on Table 4.3 above, it can be seen that the position of the cultivators in quadrant III with the WO Strategy is to utilize existing opportunities by improving the internal weaknesses of the Mina Mandiri group members in marketing catfish for consumption (Rangkuti F. 2015). So that what needs to be implemented includes: (1) Cultivators to be able to increase business capital by submitting proposals to the local government or BUMN and also through soft credit loans such as KUR, (2) Cultivators to be able to maintain stable catfish prices so that they can further spur the enthusiasm for the next cultivation business, (3) Cultivators to be able to make alternative feed to prevent the cost of purchasing factory feed from increasing, (4) Cultivators to look for alternative

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*I Gusti Ngurah Sugiana, Dewa Nyoman Sadguna, I Nyoman Yoga Parawangsa, Kadek Johan Okan Adnyana, Ngurah Agus Crisna Aryan Budiarsa*

markets other than the local market to maintain during simultaneous harvests so that prices do not fall or explore the online market, (5) Cultivators to take advantage of local government policies that support seeding activities so that businesses can grow more rapidly, and (6) Opportunities to meet the demand for fishing ponds must be considered because fishing ponds have quite a large potential to absorb catfish for consumption.

## CONCLUSION

Based on the research results that have been described in Chapter IV and referring to the main problem, several conclusions can be drawn from this research, namely:

1. Through a SWOT analysis based on the Level of Significance, Weight, and Rating, the position of the cultivators is in Quadrant III (Turn Around/Stability/Change Strategy), meaning: the organization should change its development strategy because it is feared that the old strategy (which has been implemented) will make it difficult to capture opportunities.
2. Based on the SWOT Matrix analysis based on IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary), the development strategies that need to be implemented include: (1) Cultivators should be able to increase business capital by submitting proposals to local governments and BUMN and also through soft credit loans such as KUR, (2) Cultivators should be able to maintain stable catfish prices so as to further encourage enthusiasm for subsequent farming efforts, (3) Cultivators should be able to make alternative feed to prevent the cost of purchasing factory feed from increasing, (4) Cultivators should look for alternative markets other than the local market to maintain simultaneous harvest times so that prices do not fall or explore the online market, (5) Cultivators should take advantage of local government policies that support seeding activities so that businesses can develop more rapidly, and (6) Consideration should be given to opportunities to meet the demand for fishing ponds because fishing ponds have quite a large potential to absorb catfish for consumption.

## Suggestions

Based on the results of research on the strategy for developing a catfish cultivation business for consumption in the Peguyangan Ecotourism Area, North Denpasar, the following suggestions can be put forward:

1. There needs to be assistance in the application of development strategies implemented by farmers so that the consumption catfish farming business can be sustainable and profitable in the long term.
2. Further research is needed on development strategies from other aspects so that later it can improve the development of the catfish farming business so that it can be sustainable and more profitable.

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**STRATEGY FOR DEVELOPING CATFISH CONSUMPTION CULTIVATION BUSINESS IN ECOTOURISM AREA, PEGUYANGAN, NORTH DENPASAR**

*I Gusti Ngurah Sugiana, Dewa Nyoman Sadguna, I Nyoman Yoga Parawangsa, Kadek Johan Okan Adnyana, Ngurah Agus Crisna Aryan Budiarsa*

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