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## **ANALYSIS OF BUSINESS STRATEGY FOR PANGAS CATFISH (PANGASIUS SP.) FISHING USING FLOATING NET CAGES IN CONDITIONS OF BANJARMASIN CITY, INDONESIA**

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### **ABSTRACT**

Pangas catfish cultivators in floating net cages have constraint that is exists limitations place fish farming in the river. Data analysis aimed to answer the strategic objectives of pangas catfish rearing business development in floating net cages in the city of Banjarmasin, namely through enhancement of production quality, repair access, government support policy for guarding water quality and improvement of human resources.

### **KEY WORDS**

Pangas catfish, floating net cages, strategy, Banjarmasin.

Waters commonly used for development of fisheries cultivation that include freshwater fishery like rivers, reservoirs, swamps, and lakes (Armanda, 2019). Pangas catfish is a freshwater fish with high economic value (Arthatiani et al., 2018) and several advantages for consumption (Siagian, 2010). Fisheries business in Banjarmasin City utilize existing potential, fish enlargement is done in the field yard, land empty, pool concrete, pool tarp as well as floating net cages with the type of fish being cultivated namely, pangas catfish, pangas catfish, carp, betok, cork and tilapia with total production in 2021 is 2,333,338 tons. Pangas catfish farming in floating net cages hold important role in fisheries development (Lake, 2019). Growing pangas catfish in floating net cages in the District of East Banjarmasin has a long local history thanks to the supportive climate conditions and stream river (DKP City of Banjarmasin, 2020). This study aimed to analyze business strategy for extending of pangas catfish production in the conditions of Banjarmasin City of South Kalimantan.

### **MATERIALS and METHODS OF RESEARCH**

Study implemented floating net cages in Banjarmasin City, South Kalimantan. Taking of sample done with method sampling proportions, i.e. sample taken in a manner on purpose to pangas catfish cultivators and stakeholders, to the total amount of respondents is 27 people. SWOT analysis used to evaluate the strengths, weaknesses, opportunities and threats to the development strategy for pangas catfish farming in floating net cages.

### **RESULTS and DISCUSSION**

The strategy analysis was carried out using the SWOT method. It shows that fair production can covers rapid growth, uniform size and quality of meat. Sufficient power sources can support operational effort and minimize associated costs. Good reputation among consumers can become strength important to operate business and influence decisions to make purchase and provide competitive superiority. System management covers planning, strict supervision and business finance.

According to Husni (2014) in framework maximizing powers it is important to increase quality production, maintenance access to production source and maintain good reputation among consumers, as well as support system management efforts. It is also important to monitor market trends and adapt to changes that occur in the industry of pangas catfish farming.



Table 1 – Analysis of Internal Factors (Strengths and Weaknesses)

| No   | Strength / Strength   | Weight | Ratings | Score |
|--|---|--------|---------|-------|
| 1  | Pangas catfish production from cage net floating own good quality   | 0.1    | 4       | 0.39  |
| 2  | Pangas catfish farming business has own access to source power sufficient nature  | 0.06   | 2       | 0.15  |
| 3  | Pangas catfish farming business in cages net floating own superiority technical   | 0.07   | 3       | 0.24  |
| 4  | Pangas catfish farming business in cages net floating own good reputation   | 0.07   | 3       | 0.25  |
| 5  | Pangas catfish farming business in cages net floating own strong partnership with suppliers and distributors              | 0.07   | 3       | 0.26  |
| 6  | Pangas catfish farming business in cages net floating own system effective management                                     | 0.07   | 3       | 0.25  |
| 7  | Pangas catfish farming business in cages net floating can done throughout season  | 0.07   | 4       | 0.25  |
| Total Strength   |   | 0.5    |         | 1.79  |
| No   | Weaknesses / Weaknesses   | Weight | Ratings | Score |
| 1  | Pangas catfish farming business in cages net floating prone to change possible weather influence fish growth              | 0      | 2       | 0.1   |
| 2  | Limitations source Power financial limit ability business Cultivation of pangas catfish in cages net floating For develop | 0.1    | 3       | 0.2   |
| 3  | Lack of Skills or knowledge in management business Cultivation of pangas catfish in cages net floating                    | 0.07   | 3       | 0.24  |
| 4  | Cost high operational in guard water quality and fish health in cages   | 0.01   | 4       | 0.3   |
| 5  | Limitations in marketing and promotion of pangas catfish consumption  | 0.01   | 3       | 0.2   |
| 6  | Dependency only on one type of fish (pangas catfish)  | 0.01   | 4       | 0.3   |
| 7  | Limited infrastructure on - site support business   | 0.01   | 4       | 0.3   |
| Total Weaknesses   |   | 0.5    |         | 1.59  |
| Total Internal Factor Analysis Summary (IFAS)  |   | 1      |         |       |
| The difference between total strengths – total weaknesses = 1.79 – 1.59 = 0.20 (element x) |   |        |         |       |

Source: Primary data, 2023.

SWOT strategy analysis consisting of external Factor Analysis Summary (EFAS) presented in Table 2:

Table 2 – Analysis of External Factors (Opportunities and Threats)

| No   | Opportunity / Opportunity   | Weight | Ratings | Score |
|--|---|--------|---------|-------|
| 1  | Market demand for pangas catfish Keep going increase  | 0.07   | 4       | 0.27  |
| 2  | There is opportunity market expansion to area or a new country                              | 0.07   | 3       | 0.23  |
| 3  | Possibility cooperation with restaurant or local market For increase sale of pangas catfish | 0.07   | 4       | 0.24  |
| 4  | Potency development products processed pangas catfish from results cage net floating        | 0.07   | 4       | 0.25  |
| 5  | Support government or incentive programs For sector fishery                                 | 0.08   | 4       | 0.30  |
| 6  | Development supporting technology efficiency and sustainability business                    | 0.07   | 3       | 0.25  |
| 7  | Enhancement awareness consumer will food healthy and sustainable                            | 0.073  | 4       | 0.26  |
| Total Chances  |   | 0.5    |         | 1.80  |
| No   | Threats   | Weight | Ratings | Score |
| 1  | Competition with business cage net another floating that is getting increase                | 0.08   | 3       | 0.433 |
| 2  | Change of regulation or government policy   | 0.07   | 4       | 0.534 |
| 3  | Risk the quality of pangas catfish which is not fulfill standard or hope of consumer        | 0.07   | 4       | 0.535 |
| 4  | Disturbance experience like plague fish disease or predatory attack                         | 0.07   | 4       | 0.490 |
| 5  | Fluctuation of material feed price or other factors   | 0.06   | 3       | 0.424 |
| 6  | Change preference consumer to kind of fish or product fishery                               | 0.07   | 3       | 0.478 |
| 7  | Limitations market access as a result competition with product fishery import               | 0.07   | 3       | 0.481 |
| Total Threat   |   | 0.5    |         | 1.65  |
| Total External Factor Analysis Summary (EFAS)                                      |   | 1      |         |       |
| Difference in total opportunities – total threats = 1.80 – 1.65 = 0.15 (y element) |   |        |         |       |

Source: Primary data, 2023.

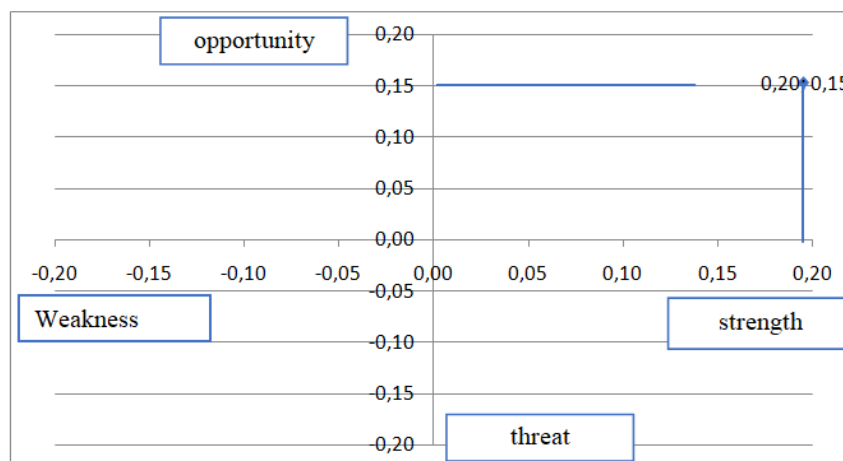


Figure 1 – SWOT Analysis Diagram

Finance availability, extreme weather, water quality and fish health have significant impact on pangas catfish business, so it is necessary to monitor and take proper actions to mitigation possible risks for production process (Syafwardi, 2012).



Table 3 – SWOT Matrix

|                                       | Internal | Strengths  | Weaknesses  |
|---------------------------------------|----------|--|---|
|                                       |          | Good pangas catfish production<br>Access to sufficient nature source<br>Good reputation among consumers<br>Effective management system | Prone to change weather source<br>Power financial limited quality and fish health<br>Limited infrastructure |
| External                              |          |  |   |
| Opportunities                         |          | Strategy (S-O)   | Strategy (W-O)  |
| Market demand                         |          | Enhancement quality production   | Procurement feed  |
| cooperation with restaurant or market |          | Repair access  | Enhancement processed   |
| development products processed        |          | Give support form policy   | Government support  |
| Government support                    |          | Enhancement resource   | Research natural resource conditions  |
| Threats                               |          | Strategy (S-T)   | Strategy (W-T)  |
| Business competition                  |          | Regulation in stakeholders policy  | Repair cultivation  |
| Change of regulation or policy        |          | Guard river water quality  | Increase human resources  |
| Risk of pangas catfish quality        |          | Increase results processed   | Fix finance   |
| Change consumer preferences           |          | Enhancement resource man   | Fix policy  |

Source: Primary data, 2023.

Enhancement of quality production can be done through a number of steps, i.e. through usage of quality pangas catfish seeds and balanced feed management. It is also important to control diseases and use appropriate treatment to environment problems.

Supportive government policies for pangas catfish production are important for developing of existing technology and innovations.

## CONCLUSION

Development of business strategy for pangas catfish production can be done through enhancement of production quality, repair access, government support policy for guarding water quality and improvement of human resources.

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