

## Development Strategy to Increase Sales of Frozen Fish Products Produced by CV. Novira Abadi

Imelda Agustina\*, Azrul Fahrizal, Junaidi M. Affan, Ahmad Fauzan Lubis, Ratna Mutia Aprilla,  
Ricky Winrison Fuah, Alvi Rahmah

Department of Fisheries Resource Utilization, Faculty of Marine and Fisheries, Universitas  
Syiah Kuala, Banda Aceh, Indonesia  
Meureubo Street, USK Campus, Darussalam, Banda Aceh

### Correspondence:

imeldaagustina@usk.ac.id

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### ABSTRACT

Indonesia is known as a maritime country with a sea area of 3.25 million km<sup>2</sup>, accounting for about 63% of its total territory. The sustainable potential of Indonesia's marine fish production is estimated at 6.51 million tons per year, or around 8.2% of the world's total potential. Banda Aceh is one of the coastal cities with enormous fisheries potential. Its waters are rich in fish resources, offering significant opportunities for the development of the fisheries industry. However, this potential has not been fully optimized. One major problem faced by the fisheries industry in Banda Aceh is the lack of effective marketing strategies, particularly in the frozen fish industry. CV. Novira Abadi, as one of the companies operating in this sector, often experiences unstable sales, resulting in uncontrolled stock accumulation. This condition is aggravated by the absence of an integrated marketing approach. This research aims to analyze the development strategy to improve frozen fish sales at CV. Novira Abadi through a SWOT analysis. A qualitative method was applied using observation and interviews. The SWOT analysis results show that opportunities scored the highest (1.92), followed by strengths (1.87), weaknesses (0.99), and threats (0.83). The company's position in the SWOT matrix falls into quadrant I, indicating a favorable condition for implementing an aggressive growth strategy. The recommended strategies include developing new products, expanding distribution channels, and leveraging social media for promotion. Additionally, continuous market research and competitor analysis are necessary to strengthen competitiveness and ensure business sustainability for CV. Novira Abadi industry.

### INTRODUCTION

The abundance of fish catches in the waters around Banda Aceh offers significant opportunities for the development of the fisheries industry in the region. However, this

potential has not been fully optimized. One of the main challenges faced is the lack of marketing strategies in the frozen fish industry, resulting in some products lacking price certainty. This condition causes CV. Novira Abadi to frequently face obstacles such as uncontrolled product overstock due to unstable sales. According to Moeljanto (1992), with such potential, it can now be utilized through science and technology in fishing, aquaculture, as well as preservation and processing.

Fish processing and preservation are essential components of the fisheries industry chain. Without these processes, the increased fish production achieved so far would be in vain because not all fishery products can be consumed in good condition. The purpose of processing and preservation is to maintain the quality and freshness of fish for as long as possible by inhibiting or completely stopping the causes of quality deterioration (spoilage) (Naimah & Ika, 2014). Chilling and freezing fish is one way to preserve seafood without changing its inherent qualities (Sunarman & Murniyati, 2000). Fish processing facilities primarily manufacture frozen fish products, with an annual output volume of 7,756 tons (Solihin *et al.*, 2012). One of the fish processing and preservation facilities in Indonesia is located in Banda Aceh, namely CV. Novira Abadi. This company operates in the fisheries sector, specializing in fish freezing. The presence of this frozen fish business is expected to boost the economy and scale up fisheries businesses in Aceh by utilizing marine catches that can be traded both locally and for export, thereby improving the social and economic welfare of the Acehnese community.

There are several applications for freezing to increase product shelf life, particularly in fisheries. In order to preserve the protein content, it slows down the loss of fish nutrients, prevents the growth of germs, and stops the activity of spoilage bacteria. The water content of the fish's body is turned into ice throughout the freezing process. Compared to fish that is just chilled with ice, frozen fish is more resilient and long-lasting because bacterial and enzymatic activity is inhibited when the fish is frozen (Sofianti *et al.*, 2020). CV. Novira Abadi is one of the fish freezing businesses in Banda Aceh.

Based on this, direct field observation is needed to gain knowledge, skills, and attitudes regarding the freezing, marketing, and distribution systems in the frozen fish business at CV. Novira Abadi (Aqila *et al.*, 2023). However, CV. Novira Abadi continues to experience obstacles, particularly in the form of uncontrolled product overstock caused by unstable sales. Therefore, research on development strategies in the frozen fish industry is necessary to enhance the sales of fish products in Banda Aceh.

## METHODS

### Time and Place

This research was conducted in August 2024 at CV. Novira Abadi, located on Jl Sisingamaraja, Lamdingin, Kuta Alam District, Banda Aceh City. CV. Novira Abadi serves as a business development site aimed at increasing the sales of frozen fish products produced by the company (Figure 1).

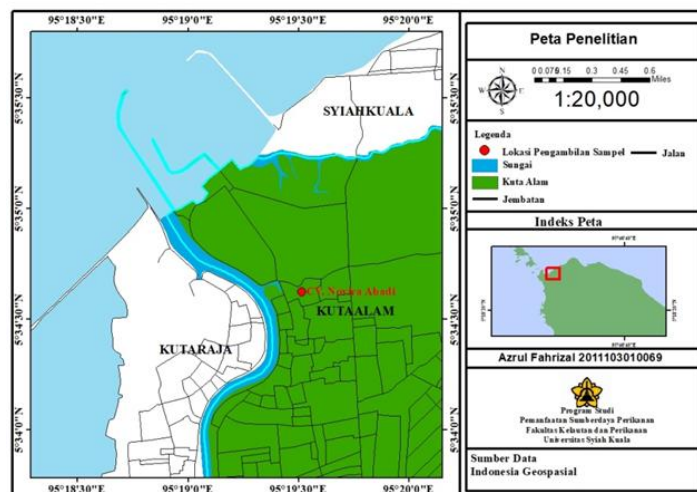


Figure 1. Research Location Map

### Research Methodology

The data collected in this study consisted of primary and secondary data. Primary data were obtained directly from the field, relating to business development efforts to increase fish product sales. Secondary data were collected through literature studies, the internet, journals, and data provided by CV. Novira Abadi. According to Marzuki (1983), an interview is a method for obtaining information by directly asking respondents, and constitutes a method of data collection through direct question-and-answer conducted systematically and based on the objectives. Sarwono (2006) states that qualitative research requires the researcher to comprehend the problem in relation to the issue under study. Consequently, the researcher needs to be deeply involved with the topic of the study. The observational data were analyzed using Analysis of Variance (ANOVA) with SPSS software at a 5% significance level to determine the effect of treatments in the research. If the data showed significant effects, further analysis was conducted using Duncan's multiple range test with a 95% confidence level.

### Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT analysis is a strategic planning method used to evaluate the factors of Strengths, Weaknesses, Opportunities, and Threats that may be faced in achieving business objectives on a larger scale. This analysis is utilized to formulate development strategies aimed at improving fish product sales by identifying influencing factors, which are categorized into internal and external factors. The analysis applies the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices.

The first step in SWOT analysis is data collection. This stage involves not only gathering data but also classifying and conducting preliminary analysis. The data are divided into two categories: a) external data, obtained from the company's external environment, such as market analysis, competitors, suppliers, government regulations, and socio-cultural changes in the community. b) internal data, derived from within the company, typically including financial reports, human resource activity reports, operational activity reports, and marketing reports. The next step in SWOT analysis is to create a worksheet by drawing a cross line forming four quadrants, each representing strengths, weaknesses, opportunities, and threats (Rangkuti, 2001).

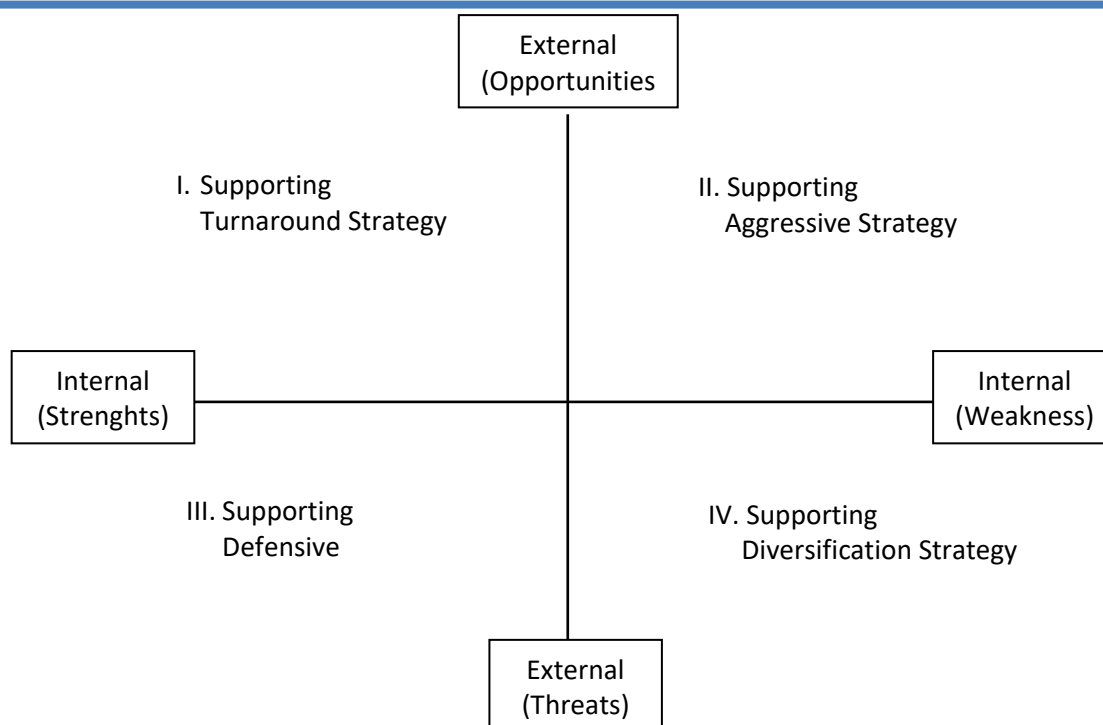


Figure 2. SWOT Analysis Diagram

Table 1. SWOT Analysis

|                    | External | Opportunities                        | Threats                         |
|--------------------|----------|--------------------------------------|---------------------------------|
| Internal Strengths |          | SO Strategy (Strength – Opportunity) | ST Strategy (Strength – Threat) |
| Internal Weakness  |          | WO Strategy (Weakness – Opportunity) | WT Strategy (Weakness – Threat) |

## RESULTS

### External and Internal Factors for CV. Novira Abadi

SWOT analysis was conducted to determine strategies for increasing the selling price of frozen fish products at CV. Novira Abadi based on internal factors (strengths and weaknesses) as well as external factors (opportunities and threats). The concept to remember in applying the SWOT analysis method is to compare external factors, namely opportunities and threats, with internal factors, namely strengths and weaknesses. Similar findings to this strategy suggest that one way to increase the company’s product sales is by utilizing social media (Dewi et al., 2012).

### Identification and Analysis of Internal Factors

Internal factors are all conditions and elements within the area of CV. Novira Abadi that represent the organization’s specific competencies, resulting in advantages and capabilities in product development by the business unit in the market (Mustaqim, 2018). The internal factors of CV. Novira Abadi are presented in Table 2.

Table 2. Identification of Internal Factors

| Strengths                              | Opportunities  |
|--|--|
| Competitive product quality            | Unstable pricing   |
| Adequate facilities and infrastructure | Lack of promotion  |
| High production capacity               | Distance from international markets                      |
| Product development                    | Employee recruitment still based on personal connections |

Table 3. Matrix of IFAS (Summary Internal Factor Analysis)

| Internal Factors   | Weight per Elemen | Weight   | Rating | Score       |
|--|-------------------|----------|--------|-------------|
| <b>A. Strength</b>                                       |                   |          |        |             |
| Competitive product quality                              | 0.23              | 0.11     | 3      | 0.34        |
| Adequate facilities and infrastructure                   | 0.02              | 0.01     | 3      | 0.03        |
| Large production capacity                                | 0.68              | 0.34     | 4      | 1.35        |
| Product development                                      | 0.07              | 0.04     | 4      | 0.14        |
| <b>Total</b>   |                   |          |        | <b>1.87</b> |
| <b>B. Weakness</b>                                       |                   |          |        |             |
| Unstable prices  | 0.23              | 0.11     | 2      | 0.23        |
| Lack of promotion  | 0.02              | 0.01     | 1      | 0.01        |
| Far from international markets                           | 0.07              | 0.03     | 2      | 0.07        |
| Employee recruitment still based on personal connections | 0.68              | 0.34     | 2      | 0.68        |
| <b>Total</b>   |                   |          |        | <b>0.99</b> |
| <b>Total</b>   | <b>2</b>          | <b>1</b> |        | <b>2.86</b> |

### Identification and Analysis of External Factors

External factors are all conditions and factors where opportunities are foreseeable changes in the near future that will provide benefits for the business development of CV. Novira Abadi. The external factors are presented in Table 4.

Table 4. Identification of Internal Factors

| Opportunity                      | Threat                                    |
|----------------------------------|---|
| Loyal customers                  | Many competitors                          |
| High demand for milkfish         | Competitors locations close to the market |
| Government support               | Bad weather constraints                   |
| Good relationship with suppliers |   |

Table 5. Matrix of EFAS (Summary External Factor Analysis)

| External Factors   | Weight per elemen | Weight | Rating | Score |
|--|-------------------|--------|--------|-------|
| <b>A. Opportunities</b>                                  |                   |        |        |       |
| Loyal customers  | 0.23              | 0.11   | 4      | 0.45  |
| High product demand                                      | 0.02              | 0.01   | 3      | 0.04  |
| Geverment support  | 0.68              | 0.03   | 2      | 0.07  |
| Good relationships with suppliers                        | 0.07              | 0.34   | 4      | 1.36  |
| <b>Total</b>   |                   |        |        | 1.92  |
| <b>B. Threats</b>  |                   |        |        |       |
| Many competitors   | 0.18              | 0.09   | 4      | 0.37  |
| Competitors' locations close to the international market | 0.04              | 0.02   | 4      | 0.07  |
| Bad weather constraints                                  | 0.78              | 0.39   | 1      | 0.39  |
| <b>Total</b>   |                   |        |        | 0.83  |
| <b>Total</b>   | 2                 | 1      |        | 2.75  |

### Development Strategy for CV. Novira Abadi

After identifying the strategic environmental conditions (strengths, weaknesses, opportunities, and threats) of the CV. Novira Abadi sector, the SWOT matrix can be used to clarify the factors that influence the quality of fish business. Through the SWOT analysis, several alternative strategies can be formulated, as shown in the table below:

The following is the result of the research conducted related to the research topic:

Table 6. SWOT Matrix of CV. Novira Abadi

| IFAS                              | Strength (S)                                   | Weakness (W)   |
|-----------------------------------|--|--|
|                                   | Competitive product quality                    | Unstable prices  |
|                                   | Adequate facilities and infrastructure         | Lack of promotion  |
|                                   | Large production capacity                      | Far from international markets   |
|                                   | Product development                            | Employee recruitment still based on personal connections                                     |
| <b>EFAS</b>                       |  |  |
| Opportunity (O)                   | SO Strategy                                    | WO Strategy  |
| Loyal customers                   | Create new products. (S1, O1)                  | Utilize social media to promote products. (W2, O2)   |
| High product demand               | Expand distribution coverage. (S2, O2)         | Take advantage of government policies to provide management training for employees. (W4, O3) |
| Geverment support                 | Offer attractive deals to customers. (S3, O3)  | Conduct recruitment and employee training. (W4, O4)  |
| Good relationships with suppliers | Market products through B2B channels. (S4, O4) |  |
| Treath (T)                        | ST Strategy                                    | WT Strategy  |

|  |  |  |
|--|--|--|
| Many competitors   | Expand new factories closer to the market. (S1, T1)      | Conduct market research. (W1, T1)                    |
| Competitors' locations close to the international market | Conduct mass production when stock is abundant. (S3, T3) | Monitor competitors' business developments. (W2, T1) |
| Bad weather constraints                                  | Build cooperation with competitors. (S4, T2)             | Take advantage of the harvest season. (W4, T3)       |

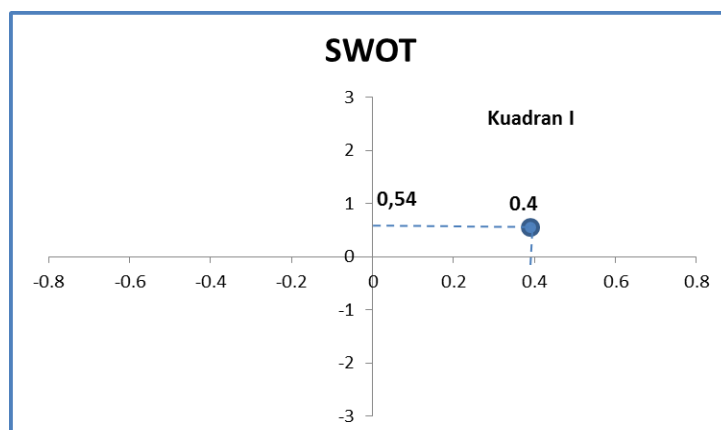


Figure 3. Cartesian SWOT Diagram of CV. Novira Abadi

### DISCUSSION

The capital used by CV. Novira Abadi comes from internal funds. According to Fadil *et al.* (2021), internal capital plays an important role in reducing dependency on external parties, thereby minimizing the potential risk of losses compared to using external capital. The higher the amount of internal capital, the greater the business returns will be. This also serves as an opportunity factor in the external conditions of CV. Novira Abadi's industry, where the company experiences high or increasing demand.

The amount of revenue earned by the firm increases with the amount of personal capital invested. In the external circumstances of CV. Novira Abadi's industry, which is confronted with high and rising market demand, this further bolsters the opportunity element. A strategy that encourages the development of perfect alignment between the company and its surroundings and between the organization and the accomplishment of its strategic objectives is considered effective (Ricky, 2004).

The research's results, which are based on the SWOT matrix, show that CV. Novira Abadi's strong internal factors—which allow it to take advantage of chances and avoid threats—determine the suggested strategies. Applying behavioral science to system development and using the reflection approach require a well-thought-out and long-term company growth plan (Nimran, 1997).

Based on Table 1 above, the results show both internal (strengths and weaknesses) and external (opportunities and threats) factors experienced by CV. Novira Abadi. The internal strengths consist of four points: competitive product quality, adequate facilities and infrastructure, large production capacity, and product development. The internal weaknesses include unstable prices, lack of promotion, distance from market access, and employee recruitment still relying on personal connections.

For the external environment, the opportunities include four points: loyal customers, high demand for milkfish, government support, and good relationships with suppliers. Meanwhile, the threats consist of many competitors, competitors' locations being closer to the market, and unfavorable weather conditions. After going through the input and matching processes, the business must be able to decide which strategies are the best and most appropriate to implement, taking into account both internal and external factors (David, 2011).

In contrast to the current work, earlier research by Tangkudung *et al.* (2016) produced a different methodological outcome. The primary difference is the application of an extra technique, the Quantitative Strategic Planning Matrix (QSPM), which enables the sequential and simultaneous evaluation of every plan in light of the findings of internal and external factor analysis. Even though creating the QSPM necessitates a lot of subjective choices, making these minor choices along the way raises the likelihood that the choice made in the end will be the best one for the business (Wijayanto, 2012).

The significance of employing digital-based marketing tactics to reach a wider audience and improve product competitiveness was underlined by Saragih *et al.* (2019). In the meantime, Rahman *et al.* (2021) recommended that small and medium-sized businesses (SMEs) enhance supply chain management and fortify alliances in order to facilitate the effective and sustainable distribution of frozen fish products.

## CONCLUSION

Based on the results of the SWOT analysis, the highest score was obtained from the opportunity factor (1.92), followed by strengths (1.87), weaknesses (0.99), and threats (0.83), with coordinate points of (0.4) and (0.54). The coordinates in the SWOT matrix fall into Quadrant I, indicating that the alternative strategies to increase the sales of frozen fish products produced by CV. Novira Abadi are as follows: SO Strategy (Strengths-Opportunities): creating new products, expanding distribution, offering attractive deals, and marketing products through B2B channels.; WO Strategy (Weaknesses-Opportunities): expanding new factories and carrying out mass production; ST Strategy (Strengths-Threats): promoting products through social media, utilizing government policies to provide training, and conducting recruitment and employee training; and WT Strategy (Weaknesses-Threats): conducting market research, monitoring competitors' business developments, and taking advantage of the harvest season.

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