



Analysis of Koi Fish Marketing Strategy at CV Agro Koi, Kediri Regency

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ABSTRACT

The aim of this research is to find out how to implement koi fish marketing strategies at CV. Agra Koi uses SWOT analysis. Using SWOT analysis as a strategy formulation tool, through SWOT Analysis you can find out internal and external business factors, this series is an application of marketing promotion at CV. Agra Koi Farm Kediri. In this research, researchers used descriptive research aimed at understanding the meaning and uniqueness of the object being studied. And using a qualitative approach. The research location is in Rembang village, Ngadiluwih, Kab. Kediri. Data collection techniques in this research used in-depth interviews, observation, and documentation.

INTRODUCTION

One way to overcome increasing unemployment is entrepreneurship. One business that you can try is cultivating and selling koi fish, because koi fish are loved by people of all ages because of their beautiful colors, patterns and shapes. Due to the large number of koi fish sellers or breeders, entrepreneurs must implement one of their strategies, namely marketing promotion strategies. 2017 (In Dennisa Teguh Annisa, 2021: 3).

A study conducted on the analysis of fish marketing strategies in the Sugoi farmer group shows that, according to (Oktaviandi, 2020), the Sugoi farmer group faces obstacles in marketing their products because they have a limited market target and the product position is not in accordance with the community around them. The reason is that these farmer groups lack knowledge about social media, which causes them not to promote their products widely.

CV. Agra Koi provides various types of koi fish, there are also koi fish seeds. Serving sales directly or online via social media, outside the city, between provinces. Social media used for sales include WhatsApp, Instagram, Facebook, TikTok. Here we do not serve sales via marketplaces such as Shopee and the like. Marketing activities are said to be successful or not depending on the strategy that is planned and implemented. Strategy is very important in marketing, because with strategy, the targets and vision and mission will be clear and can be implemented according to what was planned. One of the plans in marketing strategy is SWOT analysis, SWOT analysis is a tool to help managers determine and formulate appropriate strategies in facing competition. SWOT analysis seeks to develop the insight or view that a company can only improve its performance if the company can manage the use of opportunities while reducing environmental threats.

THEORETICAL REVIEW

Koi fish

Definition of ornamental fish: Ornamental fish are a fishery commodity that has recently become very attractive for trade both at home and abroad. Countries can make money from ornamental fish. Ornamental fish have their own charm because they can be cultivated on a large, small or household scale. This business can also make money quickly. According to Kashimi (2012), most of the ornamental fish in Indonesia are imported and developed and then exported to meet the demand of ornamental fish fans abroad.

Goldfish are Japan's national fish, and koi fish are descendants of goldfish. The Japanese consider koi to be divine fish, and they call them kai, which means colored fish. Koi has many versions about its origins. One of them comes from Persia, and the Chinese brought it to Japan via mainland China and Korea. Japanese Koi were first sent to San Francisco, United States in 1938. He was then sent to Hawaii in 1947, Canada in 1949, and Brazil in 1953. Meanwhile, hobbyist Hany Moniaga lives in Cipanas, Cianjur, West Java, allegedly brought it to Indonesia from 1981 to 1982. He then built a koi farm

and gave his name to Leon and Leonny. The first koi were 50-75 years old and 90-100 cm long.

Marketing Management

According to (Kotler and Keller, 2009: 5) Marketing management is the art and science of selecting target markets and achieving, retaining and growing customers by creating, delivering and communicating superior customer value. The American Marketing Association (AMA) offers a formal definition: Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in a way that benefits the organization and its interests (in Kotler and Keller, 2009: 5).

Marketing Mix

Kotler and Armstrong said that the marketing mix is a tactical marketing tool that is combined by a company to get the desired response from the target market by controlling product, price, distribution and promotion.

As explained by Sofjan Assauri (in Ritonga et al., 2018: 113), the marketing mix is a collection of activities and important elements in the marketing system that can be controlled by the company to influence buyer or consumer responses. According to Sumarmi and Soeprihanto (in Ritonga et al., 2018: 113), the marketing mix is an important part of the marketing system, which consists of product, price, promotion and distribution. In other words, a marketing mix, also known as a "marketing mix," is a collection of elements that a company can use to influence consumer reactions.

Product indicators according to Kotler and Armstrong (2019:62)

a. Product Diversity

Product diversity refers to a company's ability to provide a variety of products to meet the wants and needs of its customers."

b. Product Quality (Product Quality)

Quality is a property of a product that is determined by its ability to meet stated or implied customer requirements. Customer satisfaction and value are closely related. Product performance is also influenced by quality.

c. Brand (Brand)

A brand is a name, term, sign, symbol, design, or combination of these that identifies and differentiates a seller's product or group of sellers from competitors' products. Consumers perceive a brand

d. products as important components, and brands can add value to a product. Consumers can use brand names to identify products that will benefit the company."

e. Packaging

The activity of designing and producing containers or wrapping for a product is known as packaging. The main purpose of packaging is to store and protect the product. Company understand the importance of good packaging in increasing consumer awareness of the company or

product brand. Poorly designed packaging can cause headaches for customers and result in lost sales, while innovative packaging can help a company stand out from the competition and increase sales.

Promotion Mix

Kotler divides the promotional mix into five parts: advertising (advertising), sales promotion (sales promotion), personal selling (personal selling), public relations (public relations), and direct sales. The following is a detailed explanation of each component of Kotler's promotional mix.

Advertisement

Advertising is a type of paid communication used to promote messages through various types of media, such as radio, television, print, and online, among others. Its goal is to increase consumer awareness of a brand, good, or service, impact their preferences, and encourage them to buy. Examples of advertisements are on television, print advertisements in magazines, online advertisements, banners, billboards, and so on.

Sales promotion

Sales promotion is a set of actions designed to encourage customers to buy goods quickly. Examples of these promotions include coupons, discounts, contests, loyalty programs, and other incentives. The goal is to increase short-term sales, increase sales of a specific product, or overcome declining sales. Examples include temporary discounts, discount programs for loyal customers, shopping coupons, prize competitions, and buy one get one free promotions.

Public Relations

By definition, public relations (PR) includes actions aimed at creating and maintaining a favorable image of a company or brand through media, special events, and strategic communications. Goals: Increase public trust, increase brand credibility, and handle difficult communication situations.

Sales Direct

Direct selling involves sending advertising messages or offers directly to consumers or potential customers via mail, email, text messages, social media, or other marketing channels. The goal is to encourage immediate action, measure promotional results directly, and build direct relationships with customers.

SWOT analysis

SWOT analysis is an analysis that identifies various factors to create a business strategy. This is based on logic that can maximize strengths and opportunities while minimizing weaknesses and threats (Rangkuti, 2016: 19).

The function of SWOT analysis is to analyze the strengths and weaknesses that are carried out through a review of the internal conditions of

the strategy, as well as an analysis of the opportunities and threats faced by the strategy which is carried out through a review of external conditions (Salim, 2019: 5) (in Tiara, 2021: 21-22). This paper used in-note in referencing articles. You could write it as follows: (Diener, 2000), as for an article with more than one author (Haerani, Parmitasari, Aponno, & Aunalal, 2019). Should you want to cite more than several papers, arrange them alphabetically from AZ, not the year of publication as follows (Caprara & Zimbardo, 2004; Lusardi, Mitchell, & Curto, 2010; Sabri & MacDonald, 2010). The use of a reference tool, such as Mendeley, is also mandatory.

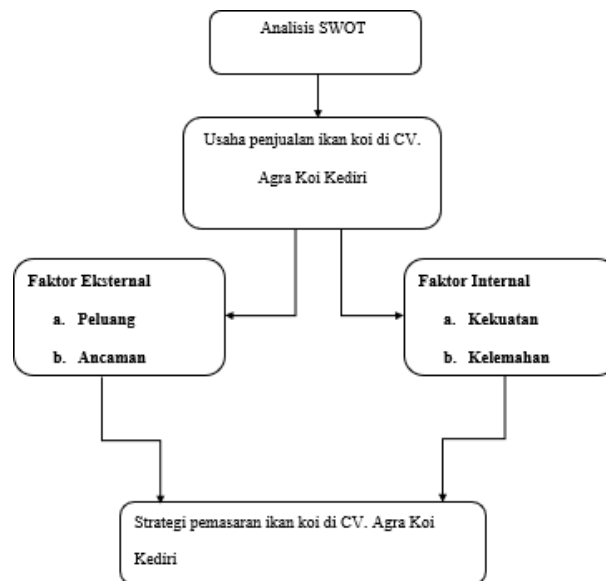


Figure 1. Theoretical Framework

Using SWOT Analysis as a strategy formulation tool, through SWOT Analysis you can find out internal and external business factors, this series is an application of marketing promotion at CV. Agra Koi Kediri

METHODOLOGY

In this research, researchers used descriptive research aimed at understanding the meaning and uniqueness of the object under study (in Sugiyono, 2019: 348). This research uses a qualitative approach, namely natural research, what is in a normal situation, not manipulated by circumstances and conditions. For the research location on Jl. Fountain No RT. 23/RW.2, Rembang, District. Ngadiluwih, Kediri district, East Java 64171. The data source in this research uses primary and secondary data.

In primary data, the data source is obtained directly from the original source (not through intermediary media), the primary data source is obtained from the CV business owner. Agra Koi Kediri and several workers by conducting direct interviews. In secondary data sources are sources that do not directly provide data to data collectors, for example through other people or documents (Sugiyono, 2019: 296). The secondary data referred to in this case is data from CV. Agra Koi, the data source is for example the CV profile. Agra

Koi, photos of fish quarantine activities, social media used and other documents related to the research focus.

RESULTS

It is very important for a company to use good marketing strategies; with this strategy, the product can sell well on the market and remain the consumer's choice compared to other products. For example, CV. Agra Koi Farm uses marketing strategies to ensure that its products can sell well in the market and remain the choice of consumers. For this product to sell on the market, consumers must know what is meant by the product. For this product to sell on the market, consumers must know what is meant by the product.

Before entering the market, ornamental fish sellers must know which community groups are targeted for their intended results, who their competitors are, and what marketing strategies will be used. It is very natural for the koi fish business to have competition in the market. In marketing koi fish, the most important thing is to ensure that the fish are sent to customers in live, fresh and healthy condition. The results of researchers' interviews with business owners show that CV. Agra Koi Kediri has used the internet, print media and social media (non-print) as promotional strategies. It is provided by the business owner. Print media such as banners or banners, while social media such as Instagram, Facebook, WhatsApp, TikTok but do not sell in marketplaces such as Shopee and others like that. CV. Agra Koi also participates in koi fish auctions on koi auction sites.

Marketing of koi fish at CV Agra Koi Kediri is through social media such as Facebook, Instagram, TikTok, WhatsApp.

Strengths, Weaknesses, Opportunities and Threats in Marketing Koi Fish at CV. Agra Koi Kediri

Results of direct observations and interviews conducted with CV. Agra Koi according to several methods used. CV. Agra Koi currently has strength in terms of marketing or sales. Cheap fish prices, fish prices provided by CV. Agra Koi Farm starts from 25,000 to 100,000 per head, but the price also depends on the type and size of the koi fish.

Next CV. Agra Koi has also been registered in the business entity administration system, in this case of course consumers do not need to hesitate to buy fish here, the next strength, CV. Agra Koi has used social media as a marketing tool. CV. Agra Koi is strategically located because it is close to the main road, not too far from the train station, close to the city center so consumers can easily reach the location, and has tagged the location on GoogleMaps, utilizing social media as a sales promotion that includes product information or specifications for sale, as well as other fishing activities.

Judging from a sales or marketing perspective, the weaknesses of CV. Agra Koi Farm includes weather conditions or changing seasons. The meaning of weather conditions is that when the season changes, the health of the fish is very vulnerable in this phase, the presence of diseases such as lice, fungi,

Aeromonas bacteria, this certainly reduces the sale of koi fish. The next weakness is that promotions are less intense, discounts or give aways are rarely held, the next weakness is CV. Agra Koi Farm does not sell fish to marketplaces such as Shopee, Bukalapak and others, which is also known as weak market access.

Suboptimal distribution is caused by the distance traveled and transportation to transport or send koi fish, there is no countermeasures to prevent koi fish experiencing stress or motion sickness on the journey which results in death. CV. Agra Koi has opportunities in marketing, CV. Agra Koi Farm also participates in competitions or contests for ornamental fish from its own products and participates in koi auctions on the internet (website). Advances in information and communication technology can be utilized by CV. Agra Koi to expand marketing promotions through print and communication media and marketing can be done through social media or marketplaces which can reach a wider market, providing several types, patterns and colors of koi fish so that they can meet market demand.

Threats faced by CV. Agra Koi is a business competition between CV. Agra Koi and other sellers who sell the same koi fish, cause the level of competition between businesses to be tighter, there are koi fish sellers who have better quality with a wider choice of fish types. Obstacles in distribution, delivery or expedition services that are late in reaching the destination cause stress or death of the fish while competitors easily send the koi fish to their destination, there are promotions of koi fish by competitors which are offered in more appropriate and more innovative ways such as weekend discounts , exhibitions, special package prices, discounts directly at the place of purchase. The discussion above explains the strengths, weaknesses, opportunities and threats that CV has. Agra Koi Farm. Strengths, Weaknesses, Opportunities and Threats as follows:

1. Strength

Offering koi fish at affordable prices or cheaper than competitors can be an attraction for customers. This can attract price-sensitive buyers and help in attracting a wider market share. Providing superior or superior quality koi fish can be a significant attraction for customers looking for high-quality koi fish. This differentiates the product from competitors and increases customer confidence.

Ownership of a complete and valid business license is proof of the company's compliance with industry regulations and standards. This can increase customer trust and provide legitimacy to the business. A strategic location, for example close to the ornamental fish market or good accessibility, can increase the company's visibility and ease of distribution, and can reach more customers. Having an extensive network and strong relationships with customers, distributors and other related parties can be important assets. This can help in increasing market penetration, collaboration, and business continuity.

2. Weaknesses

- a. Changes in weather or changing seasons reduce sales of koi fish. Winter or extreme weather can reduce consumer demand or interest in koi fish, which can have an impact on sales.
- b. Limited Production Capacity:
CV Agro Koi may not be able to meet high market demand if its production capacity is limited. This can lead to scarce products and lost sales opportunities.
- c. No sales or giveaways:
Lack of promotions such as discounts or gifts for potential customers can affect the competitiveness of the product and its appeal in the market. This can also reduce consumers' desire to purchase the product.
- d. Lack of access to markets:
Limitations in reaching markets, both locally and nationally, can hamper sales potential. Lack of market penetration can be an obstacle in reaching new consumers.
- e. Ideal Minimal Distribution:
Lack of efficiency in product distribution can result in shipping delays, product losses, or high distribution costs. This can impact product availability and customer satisfaction.

3. Opportunity

- a. Strategic Partnerships: Collaborate with related parties such as breeders, ornamental fish sellers, or aquarium equipment manufacturers around you to achieve strategic partnerships. These partnerships can help with distribution, gaining new markets, or working together to develop products.
- b. Market Demand for Various Colors and Types of Koi Fish: Fulfill market demand with various types and colors of koi fish. This includes creating or exploring new varieties that can make the product more attractive.
- c. Innovation in Marketing: Using new strategies in marketing such as the use of technology, collaboration with influencers, digital marketing, or creative content. The goal is to attract new customers and expand marketing reach.
- d. Koi Fish Contests and Auctions: Hold events such as koi fish contests to attract ornamental fish enthusiasts. This can increase the company's popularity and image, while creating opportunities to introduce the product to a wider market.
- e. Marketplaces Can Reach a Wider Market: Utilizing online marketplace platforms, such as e-commerce platforms or online trading platforms, allows marketplaces to reach more markets. This allows businesses to reach more national and international consumers.

4. Threats

- a. Existence of Competitors in the Same Business Field: Impact: Intense competition can affect CV Agro Koi's market share. If competitors offer koi fish products that are more attractive or have certain advantages, this can reduce the number of customers who choose CV Agro Koi. Possible Strategy: The company should concentrate on its competitive advantages, such as the quality of the koi fish, good customer service, or new innovations. Offering unique added value to customers and creating a strong brand image will help maintain market share.
- b. Trading Related Regulations:
Impact: Changes in trade regulations, especially those relating to ornamental fish such as koi fish, may affect distribution, production processes or import-export. These changes can impact production and distribution costs.
Possible Strategy: Companies should continuously monitor regulatory changes and ensure full compliance with applicable trading rules. Partnering with relevant institutions and following regulatory developments can help adjust company strategies.
- c. CV Agro Koi Competitor Ornamental Fish Products:
Impact: If competitors offer koi fish that are better in terms of size, beauty or uniqueness, this may reduce customer interest in CV Agro Koi products. Possible Strategy: CV Agro Koi can improve fish stocks, provide better care, and create unique types of koi fish to compete in the market.
- d. Ease of Competitors in Shipping Koi Fish:
Impact: Competitors' ease of delivery can be a significant competitive advantage. Effective delivery can be attractive.
Possible Strategy: CV Agro Koi must make its supply chain more efficient, including shipping. Delivery speed can be increased by investment in logistics infrastructure and technology
- e. More Appropriate and Innovative Promotions by Competitors: Impact: More innovative promotions can attract the attention of more potential customers. Competitors' promotional strategies may attract CV Agro Koi customers. Possible Strategy: CV Agro Koi must update their promotional strategy. They can introduce their products in a more interesting way by using digital marketing, social media, or collaborating with influencers.

DISCUSSION

SWOT Analysis as an Application for Koi Fish Marketing

The data below is a SWOT analysis of CV Agro Koi which has been collected:

Table 1. SWOT analysis

Factor Internal	Strength (strength) <ol style="list-style-type: none"> 1. Cheap fish prices. 2. Superior product quality. 3. Have a business license. 	Weakness <ol style="list-style-type: none"> 1. Changes in weather or changes in seasons reduce sales of koi fish. 2. Limited production capacity
	<ol style="list-style-type: none"> 4. Strategic location. 5. Strong network and relationships 	<ol style="list-style-type: none"> 3. Lack of discounts or giveaways. 4. Weak market access. 5. Distribution is less than optimal.
Factor External	Opportunities <ol style="list-style-type: none"> 1. Strategic partnership 2. Market demand for various colors and types of koi fish. 3. Innovation in marketing 4. Koi fish competitions or contests and koi fish auctions. 5. marketplace can reach a wider market. 	Threats <ol style="list-style-type: none"> 1. The existence of competitors in the same business field. 2. Trading regulations 3. Better ornamental fish products. 4. Competitors easily deliver koi fish. 5. More precise promotion and more innovation by competitors.

Source: CV. Agra Koi, 2023

The results of the data that have been collected can be arranged into an internal strategy matrix and an external strategy matrix as explained in table 4.4 below:

Table 2. IFAS (Internal Strategic Factors Analysis Summary) CV. Agra Koi Kediri.

Internal Strategy Factors	Weight	Rating s	Score (Weighted X Rating)	Comment
Strength				
1. Cheap fish prices.	0.14	3	0.42	Business license document
2. Superior product quality.	0.15	3	0.45	
3. Have a business license.	0.17	4	0.68	Utilizing internet technology
4. Strategic location.	0.15	4	0.60	
5. Strong network and relationships	0.14	3	0.42	
Sub-Total	0.75		2.57	
Weakness				
1. Strategic partnership	0.10	2	0.20	Control fish Help
2. Market demand for various colors and type of koi fish	0.10	2	0.20	
3. Innovation in marketing	0,16	3,4	0,53	Promotional activities are less than optimal.
4. Koi fish competitions or contests and koi fish auctions	0,11	3	0,33	
5. Dependence on local markets.	0,13	3	0,39	Oppurtunities for collaboration with large retailers or other companies to expand distributio

Source: CV. Agra Koi, 2023

Information:

1. Strategic factors are factors that have strategic value to be analyzed, factorsthat are worth analyzing.
2. Weight is the level of significance of the strategic factors being analyzed, give factor weights in column 2, starting from 1.0 (very important) to 0.0 (not important).
3. Rating: Value at the time of assessment, if conditions are as expected then the rating is high, and vice versa. Variables that are positive (all variables that fall into the strength category) are given a value ranging from +1 to +4 (very good), while variables that are negative , the opposite. For

example, if the company's weakness is very large compared to the industry average, the value is 1, whereas if the company's weakness is below the industry average, the value is 4.

4. If the weakness is difficult to overcome, then it is given a low weight, and viceversa (Salehudin: 2023).
5. Score: The result of multiplying the weight by the score.

Table 3. EFAS (External Strategic Factors Analysis Summary) CV. Agra Koi Kediri.

External Strategy Factors	Weight	Ratings	Score (Weight X Rating)	Comment
Opportunities				
1. Strategic partnership	0.11	2.5	0.28	The location can be reached easily.
2. Market demand for various colors and types of koi fish.	0.16	4	0.64	
3. Innovation in marketing	0.16	4	0.64	<i>He won 2nd place in a Koi fish competition</i>
4. Koi fish competitions or contests and koi fish auctions.	0.14	3	0.56	
5. Marketplaces can reach a wider market.	0.10	2	0.20	
Sub-Total	0.64		2.32	
Threats				
1. The existence of competitors in the same business field.	0.13	2	0.26	<i>Additional business innovation is needed</i>
	0.11	2	0.22	
2. Trading regulations	0.11	3	0.33	<i>Barriers to delivery</i>
3. Better ornamental fish products.	0.12	2.5	0.30	
4. Competitors easily deliver	0.10	2.5	0.25	

koi fish.				
5. More precise promotion and more innovation by competitors.				
Sub-Total	0.57		1.10	
Total	1.21		3.42	

Source: CV. Agra Koi Kediri, 2023

Information:

1. Strategic factors are factors that have strategic value to be analyzed, factorsthat are worth analyzing.
2. Weight is the level of significance of the strategic factors being analyzed.
3. Rating: Value at the time of assessment, if conditions are as expected then the rating is high, and vice versa, the opportunity factor rating is positive (a greater opportunity is given a rating of +4, if the opportunity is small it is given a rating of +1), the threat rating value is the opposite, for example if The threat value is very large, the rating is 1, conversely, if the threat value is small the rating value is 4.
4. Score: The result of multiplying the weight by the score.

The results of the IFAS (Internal Factors Analysis Summary) analysis show that the strength factor has a total score value of 2.57 while the weakness factor has a total score value of 1.65. Meanwhile, the results of the EFAS (External Factors Analysis Summary) analysis show that the opportunity factor has a score of 2.32 and the threat factor has a score of 1.10, then the total score for each factor can be detailed as follows. :

1. Strength: 2.57
2. Weakness: 1.65
3. Opportunities: 2.32
4. Threats: 1.10

The results of the IFAS and EFAS analysis above show that the Strength value is higher than the Weakness value, namely with a difference of (+) 0.92. Meanwhile, the Opportunity value is higher than the Threat value, namely by a difference of (+) 1.13. From the results of identifying these factors, they can be depicted in a SWOT diagram, which can be seen in the following image:

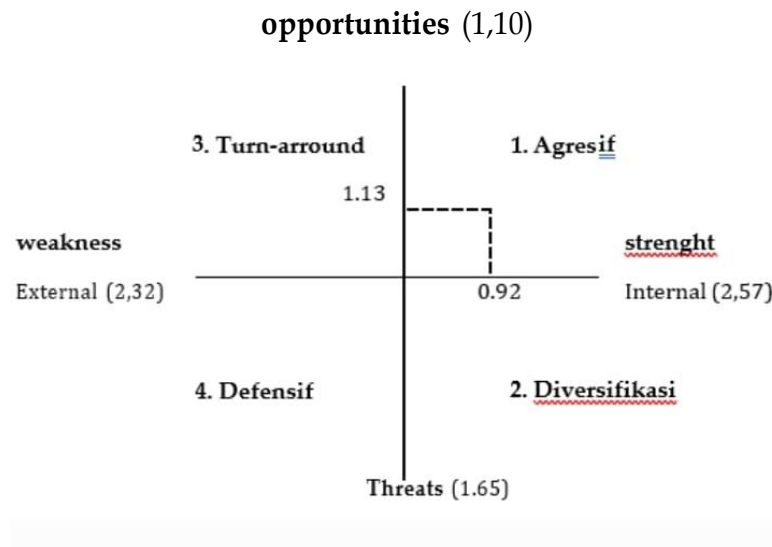


Figure 2. Image, SWOT Analysis Diagram of IFAS and EFAS CV. Agra Koi Farm Kediri.

The SWOT diagram image above explains that the shaded area is located in quadrant I, this condition is a profitable situation. CV. Agra Koi has opportunities and strengths so it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (Growth oriented strategy) to increase sales, in this position CV. Agra Koi should use the SO strategy.

Table 4. CV SWOT Matrix. Agra Koi Kediri

	IFAS	STRENGHT(S)	WEAKNESSES (W)
EFAS		<ol style="list-style-type: none"> 1. Cheap fish prices. 2. Superior product quality. 3. Have a business license. 4. Strategic location 5. Strong network and relationships 	<ol style="list-style-type: none"> 1. Changes in weather or changes in seasons reduce sales of koi fish. 2. Limited production capacity 3. Lack of discounts or giveaways. 4. Weak market access. 5. Distribution is less than optimal

<p>OPPORTUNITY (O)</p> <ol style="list-style-type: none"> 1. Strategic partnership 2. Market demand for various colors and types of koi fish. 3. Innovation in marketing 4. Koi fish competitions or contests and koi fish auctions. 5. marketplace can reach a wider market 	<p>STRATEGY (SO)</p> <ol style="list-style-type: none"> 1. If CV Agro Koi has high quality Koi fish, this could be a competitive advantage. 2. High experience and expertise in Koi fish cultivation and management. 3. Using social media as promotion and advertising as online marketing. 3. Social media as a marketing link 	<p>STRATEGY (WO)</p> <ol style="list-style-type: none"> 1. Study advances in information and communication technology to optimize less effective marketing 2. Using the market to overcome lack of market access 3. Koi fish contests can strengthen relationships between koi fish hobbyists.
<p>THREAT (T)</p> <ol style="list-style-type: none"> 1. The existence of competitors in the same business field. 2. Trading regulations 3. Better ornamental fish products. 4. Competitors easily deliver koi fish. 5. More precise promotion and more innovation by competitors 	<p>STRATEGY (ST)</p> <ol style="list-style-type: none"> 1. Use business legality for promotional materials to differentiate yourself from other sellers. 2. Using social media for promotions with more interesting innovations. 3. Opportunities for collaboration with large retailers or other companies to increase distribution. 	<p>STRATEGY (WT)</p> <ol style="list-style-type: none"> 1. Improve and develop consistent and innovative product promotion activities. 2. Provide discounts for direct purchases, giveaways, and discounts for loyal customers. 3. Establish a relationship with the right expedition service, such as fish delivery..

Source: Primary Data After Processing, 2023.

The results of the analysis in the table above show that company performance can be determined by a combination of internal and external factors. The combination of these two factors is as explained in the CV SWOT matrix results. Agra Koi Farm Kediri below:

1. SO Strategy (Supporting Growth Strategy)

This strategy is created by utilizing all strengths to seize and exploit opportunities as much as possible. The SO strategy adopted by CV. Agra Koi Farm namely:

- a. If CV Agro Koi has high quality Koi fish, this could be a competitive advantage.
- b. High experience and expertise in Koi fish cultivation and management.
- c. Using social media as promotion and advertising as online marketing.
- d. Social media as a marketing link.

2. WO Strategy (Using Turn-Around Strategy)

This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses, the WO Strategy adopted by CV. Agra Koi Farm namely:

- a. Study advances in information and communication technology to optimize less effective marketing
- b. Using markets to overcome lack of market access
- c. Koi fish contests can strengthen relationships between koi fish hobbyists.

1. ST Strategy (Supports diversification strategy)

This strategy uses the company's strengths to overcome threats, the ST strategy adopted by CV. Agra Koi Farm namely:

- a. Using business legality for promotional materials to differentiate yourself from other sellers.
- b. Using social media for promotions with more interesting innovations.
- c. Opportunities for collaboration with large retailers or other companies to increase distribution.

2. WT Strategy (Supports defensive strategy)

This strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats, the WT strategy adopted by CV. Agra Koi Farm namely:

- a. Improve and develop consistent and innovative product promotion activities.
- b. Providing discounts for direct purchases, giveaways, and discounts for loyal customers.
- c. Establish a relationship with the right expedition service, such as fish delivery.

Of the four strategies mentioned above, CV. Agra Koi Kediri uses the most appropriate SO strategy to increase sales and take advantage of opportunities. Based on the results of the SWOT analysis of CV. Agra Koi

Kediri, the strength of CV. Agra Koi Kediri can be used to take advantage of the right opportunities and minimize or avoid weaknesses and threats.

CONCLUSIONS AND RECOMMENDATIONS

Results of IFAS and EFAS analysis on CV. Agra Koi Kediri, as measured by a Cartesian diagram, shows that the company's current condition is very profitable. CV. Agra Koi Farm Kediri has strengths and opportunities, so they can use them to take advantage of them.

In a situation like this, the most appropriate strategy for CV. Agra Koi Farm Kediri is to support an aggressive growth policy to increase sales.

1. In this case, CV. Agra Koi Farm Blitar uses the SO strategy, namely a strategy of using strengths to take advantage of the company's opportunities, namely: CV. Agra Koi has high quality Koi fish, this can be a competitive advantage, high experience and expertise in cultivating and managing Koi fish, using social media as promotion and advertising as online marketing and social media as a marketing link.
2. WO Strategy (Using Turn-Around Strategy) This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses. The WO Strategy adopted by CV. Agra Koi Farm, namely studying advances in information and communication technology to optimize marketing that is less effective, using markets to overcome lack of market access, koi fish contests can strengthen relationships between koi fish hobbyists.
ST Strategy (Supports diversification strategy) This strategy uses the company's strengths to overcome threats, the ST strategy adopted by CV. Agra Koi Farm is using business legality for promotional materials to differentiate itself from other sellers, using social media for promotions with more interesting innovations, opportunities for collaboration with large retailers or other companies to increase distribution.
3. WT Strategy (Supporting defensive strategies), This strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats, the WT strategy adopted by CV. Agra Koi Farm is improving and developing consistent and innovative product promotion activities, providing discounts for direct purchases, giveaways and discounts for loyal customers, establishing relationships with appropriate expedition services, such as fish delivery.

In connection with research conducted by the author on CV. Agra Koi Kediri, the author can give several suggestions as follows:

1. CV. Agra Koi Kediri must develop more promotional activities and use SO strategies so that its marketing strategy is successful. So that the sales capacity of ornamental fish can increase and the public will become more familiar with the products offered
2. CV. Agra Koi Kediri must also innovate so that it has different values from other similar businesses. CV. Agra Koi Kediri must also try to fulfill the market or customer desires.

3. CV. Agra Koi Kediri always tries to maintain the quality of their koi seeds and fish.

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